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## INTRODUCTION

This document represents the second strategic plan for the Office of the United States Trade Representative (USTR). It has been developed to carry out USTR's obligations under the Government Performance and Results Act (GPRA) and to help the agency plan for the future. This plan is the product of a senior-level employee committee, comprised of career Assistant U.S. Trade Representatives and other senior agency officials. While no contribution was made to the preparation of this plan by non-Federal parties, the plan takes into account advice received from our statutorily mandated Advisory Committees on programs, policy development, and initiatives, and advice received from other official mechanisms such as public *Federal Register* notices and the General Accounting Office. Congressional consultation also provided valuable input.

The plan consists of five core elements: a mission statement; a vision statement; specific goals and objectives; performance goals for measuring success; and strategies and resources needed for achieving these goals and objectives. Important background information about USTR and the process for developing the strategic plan is included in the appendices to this document. Lastly, USTR gratefully acknowledges the invaluable contribution to the strategic plan of two college interns: Maaren Choksi (University of Pennsylvania) and Geoffrey Stewart (Duke University).

## **PERSPECTIVE AND OUTLOOK**

Early this year, the President restated his Administration's commitment to a policy that will yield "more growth and more trade with better protection for working people and more sensible environmental policies." This effort rests on the understanding that open markets and freer trade are good for both Americans and our trading partners overseas. This is true in economic terms, because with market opening comes growth, opportunity, and rising standards of living.

By opening markets, advancing the rule of law, and promoting competition, our trade policy has contributed to a record of:

- **Growth:** The U.S. economy has grown by \$2.1 trillion or 28.6% since 1992.
- **Jobs:** U.S. employment has grown by nearly 21 million jobs.
- **Rising Living Standards:** Hourly wages for non-supervisory workers are up by 6.5%. Openness to imports has helped keep inflation low, broaden choice, and improve consumer prices especially for basic household necessities.
- **Investment and Industrial Growth:** Since the mid-1990s, U.S. non-residential business investment has risen by 10.4% per year. Since 1992, U.S. industrial growth is up 40.5%, including growth in manufacturing production of nearly \$400 billion.
- **Shared Benefit:** Americans have broadly benefitted from economic expansion, with poverty rates falling to the lowest level measured since 1979.

Our responsibility now is to build upon these achievements by maintaining a strong trade policy. Our critical goals include:

- Continuing our progress toward open and fair world markets, through leadership in the World Trade Organization and broad substantial initiatives in each region of the world;
- Continuing an active bilateral agenda, to solve trade problems and enhance exports;
- Advancing the rule of law and defending U.S. rights by ensuring full compliance with trade agreements and strongly enforcing our trade laws;
- Encouraging the full participation of all economies, including economies in transition and developing nations, in the world trading system on an equitable basis;
- Ensuring that the trading system helps lay the foundation for the 21<sup>st</sup>-century economy by offering maximum incentives for scientific and technological progress;

- Ensuring that trade policy complements and supports our efforts to protect the world environment and promote core labor standards overseas; and
- Advancing basic American values including transparency and accessibility to citizens and involvement of civil society in the institutions of international trade.

These goals are reflected in the Mission and Vision Statements that follow.

## MISSION STATEMENT

Our mission is dictated by statute and legislative history. Under these mandates, the Office of the U.S. Trade Representative:

- develops and coordinates trade policy on an interagency basis;
- negotiates, monitors, and enforces trade and investment agreements;
- administers U.S. trade laws; and
- consults with the Congress, the private sector,<sup>1</sup> and the public on trade and trade policy.

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<sup>1</sup> This and all subsequent references to the “private sector” shall be taken to include business, labor, environmental, consumer, and other non-governmental organizations. The term “private sector” shall also include state and local associations, sub-federal governments, official state points of contact, and the Advisory Committee System.

## **VISION STATEMENT**

The Office of the U.S. Trade Representative dates to the Administration of John F. Kennedy. However, our mission, of opening world markets and developing a world trading system characterized by open markets and the rule of law, has been central to American diplomacy and economic policy since World War II.

Our work is based on economic principles that are sound in theory and proven by over half a century of experience: open markets and freer trade are good for Americans and our trading partners. In economic terms, market opening brings growth, opportunity, and rising standards of living—helping producers sell to wider markets; sparking investment and technological progress; offering consumers greater choice and quality; and helping workers find opportunities for higher-wage employment. More broadly, as countries trade with their neighbors, they gain an interest in prosperity and stability beyond their borders, strengthening the chance of lasting peace.

Since the postwar era, the United States has acted on these principles to build today's world trading system. The work has continued through eight multilateral negotiating rounds and hundreds of specific bilateral and regional trade agreements that have resulted in the reduction of trade barriers around the world. These agreements have helped Americans raise living standards and productivity to levels never before matched in history, and at the same time promote growth, development, and progress abroad.

Looking ahead and building on these achievements, USTR will continue to advance U.S. economic standing and national security by leading in international trade negotiations and coordinating U.S. trade policy. We will seek to open markets for American goods and services and maintain our own open market policies at home; defend U.S. trade rights and ensure that our trading partners fully implement their agreements; and ensure that trade policy complements and contributes to efforts to protect the environment, guarantee consumer protection, and ensure respect for core labor standards. In reaching these goals, we will make sure that American trade policy continues to fully reflect the practical interests and high ideals of the United States.

## **USTR'S MANDATE AND INITIATIVES**

### **Organizational Structure:**

The Office of the U.S. Trade Representative is part of the Executive Office of the President. And, the U.S. Trade Representative holds Cabinet rank. From its inception, USTR has been small, flexible, mission-focused, industrious, and cost-effective. With a Fiscal Year (FY) 2000 budget of only \$25.5 million and 178 Full Time Equivalent (FTE) staff members, the agency operates from a headquarters office in Washington, D.C., and a field office in Geneva, Switzerland, situated next to the World Trade Organization.

USTR is a matrix organization, organized on the basis of geographic and sectoral lines that intersect in the formation and coordination of policy, the negotiation of trade agreements, and the enforcement of those agreements. The USTR, her three deputies, and the senior leadership work through the Assistant U.S. Trade Representatives that head 20 small offices, averaging about eight employees each. Staff support functions, including the General Counsel and the Chief Economist, play important roles in all stages of USTR's work.

USTR professional employees are trade policy experts, and they are empowered to negotiate with officials of other nations, work closely with the private sector, and provide leadership and direction to other federal personnel in trade-related agencies by coordinating trade policy through the interagency Trade Policy Staff Committee (TPSC) process.

More than two-thirds of USTR's annual budget pays for employee salaries and benefits, with the balance spent on fixed operating expenses such as building rent, employee travel to negotiating sites, and maintenance of computer systems.

### **Major Management Problems:**

USTR does not administer high-risk programs that are vulnerable to waste, fraud, and/or mismanagement. USTR's annual budget does not include grant-in-aid programs, loans, or funding for major information technology or procurement.

USTR's activities and operations are periodically reviewed by outside evaluators, such as the General Accounting Office. USTR takes these assessments seriously and incorporates suggestions wherever appropriate.

### **USTR's Initiatives:**

Through our strategic planning efforts, we have identified four main initiative areas that most effectively utilize and integrate our unique human capital resources and divide and allocate these resources to achieve our mission and to benefit the nation.

These areas are as follows:

1. **Trade Policy Development Initiative** – How we formulate the trade policy of the United States to advance the national economic interest and reflect the views of the Executive Branch, the Congress, the private sector, and the public.
2. **Negotiation Initiative** – How we negotiate trade and investment agreements to advance the national economic interest by addressing policies that dismantle foreign trade barriers.
3. **Monitoring and Enforcement Initiative** – How we monitor, enforce, and, where necessary, modify these agreements to ensure that the intended benefits are achieved.
4. **Communications and Management Initiative** – How we open and maintain clear lines of communication related to U.S. trade policy and investment goals with the Congress, the private sector, the media, and the general public. How we recruit and develop a workforce that more closely reflects the rich diversity of the American people and that possesses the skills needed for effective job performance.



# **MAJOR INITIATIVES, GENERAL GOALS, AND RELATED OBJECTIVES**

## **I. Trade Policy Development Initiative**

**Goal 1:** To formulate the trade policy of the United States to advance the national economic interest and reflect fully the views of the Executive Branch, the Congress, the private sector (as defined in the Mission Statement), and the public.

**Objective 1:** Formulate trade policy that reflects sound economic analysis, statutory obligations, and interagency consensus.

**Objective 2:** Engage Congress, the private sector, and the public in the development of trade and investment initiatives.

## **II. Negotiation Initiative**

**Goal 2:** Negotiate trade and investment agreements to advance the national economic interest by addressing foreign trade barriers and trade-distorting measures.

**Objective 3:** Negotiate trade and investment agreements that open foreign markets to goods and services of U.S. workers, agricultural producers, and other commercial interests; provide trade policy expertise in the negotiation of other agreements with trade implications.

**Sub-Objective 1:** Conduct multilateral negotiations.

**Sub-Objective 2:** Conduct regional, bilateral, and plurilateral negotiations.

## **III. Monitoring and Enforcement Initiative**

**Goal 3:** Monitor, enforce, and, where necessary, modify trade and investment agreements to ensure that the intended benefits are achieved.

**Objective 4:** Monitor, enforce, and defend U.S. trade and investment rights and obligations to ensure compliance with the terms of existing agreements. Administer trade laws to bolster international compliance with U.S. trade agreement rights and obligations and address trade-related problems that are outside the scope of existing trade agreements.

## **IV. Communications and Management Initiative**

**Goal 4:** Open and maintain clear lines of communication related to U.S. trade policy and investment goals with the Congress, the private sector, the media, and the public.

**Objective 5:** Promote awareness within the private sector and the public of the contribution of trade and investment to the nation's economic well-being.

**Goal 5:** Maintain a competent and diverse workforce and provide a work environment that motivates, protects, and supports USTR employees.

**Objective 6:** Recruit and develop a workforce that more closely reflects the rich diversity of the American people and that possesses the skills needed for effective job performance.

**Objective 7:** Improve safety and security at USTR in both Geneva and Washington.

**Objective 8:** Install and maintain office automation tools to help employees work efficiently.

## TRADE POLICY DEVELOPMENT INITIATIVE

By statute, USTR is the principal advisor to the President on trade policy and the principal coordinator of trade policy development within the Executive Branch. Under the Trade Expansion Act of 1962, the President established an interagency trade policy mechanism to assist with the implementation of these responsibilities. This organization, as it has evolved, consists of three tiers of committees: the Trade Policy Staff Committee (TPSC), the Trade Policy Review Group (TPRG), and the National Economic Council (NEC).

The formulation of trade policy requires extensive consultation with other Executive Branch agencies (see Appendix III), the Congress (Appendix IV), the Advisory Committee System (Appendix V), the public, and our trading partners.

The Advisory Committee System, established by Congress in 1974, ensures that U.S. trade policy and trade negotiation objectives adequately reflect U.S. commercial and economic interests. The mandate of this system has been expanded in three subsequent trade acts. At present, the Administration is conducting a review of the Advisory Committee System as a whole. USTR and Commerce published a *Federal Register* notice seeking comment from the public on changes to the system that would provide relevant trade policy advice from all interested parties. The Administration has also asked the Chairmen and Ranking Members of the Ways and Means and Finance Committees and their trade subcommittees, as well as all current Advisory Committee members, to provide their views.

**GOAL 1:** To formulate the trade policy of the United States to advance the national economic interest and reflect fully the views of the Executive Branch, the Congress, the private sector (as defined in the Mission Statement), and the public.

The policy formulation goal covers all aspects of trade policy development from the identification of trade and investment barriers through the establishment of negotiating objectives. This goal is effectively advanced through a variety of approaches, including the development of additional economic analysis, close coordination with agencies representing economic and civil society issues, efficient distribution of negotiating and dispute settlement objectives to private sector advisors, and the public. This goal is broken down into two objectives.

**OBJECTIVE 1:** Formulate trade policy that reflects sound economic analysis, statutory obligations, and interagency consensus.

### **Performance Goals:**

- By March 1<sup>st</sup> of each year, establish clear priorities for U.S. trade policy with specific steps to be accomplished.

- By 2002, create a baseline to measure participation at all levels in the interagency process of agencies representing civil society concerns.
- By 2002, design a questionnaire and obtain feedback from USTR and members of the interagency process on the timely distribution and clearance of documents, meeting attendance, participation in delegations, and responsiveness to tasking memos.

### **Means and Strategies:**

- Expand the use of video and audio-conferencing to allow enhanced participation in interagency meetings by American embassies abroad and agencies that are geographically distant from USTR.
- Extend turn-around time for TPSC papers to enable all agencies to comment fully.
- Develop a plan for regular assessment of the conduct of interagency teams based in part on feedback from the agencies themselves.
- Implement Memoranda of Understanding (MOU) allowing for the detail of specialized personnel to USTR to conduct environmental reviews.
- Arrange for in-house training on the environmental review process.
- Provide effective economic research tools to USTR staff such as trade and related data bases, internet access, library resources, and appropriate software.
- Broaden participation and/or membership in the Trade Policy Staff Committee and the Trade Policy Review Group to encompass agencies having responsibilities and constituencies relevant to the widening scope of issues on the U.S. trade policy agenda.
- Use the interagency process to coordinate the development of positions for negotiating and enforcing all multilateral, regional, and bilateral trade and investment agreements.
- Identify trade-related regulatory issues appropriate for inclusion in international trade agreements, and therefore that should be coordinated through the TPSC/TPRG process; provide regulatory agencies with input into legislative and rule-making activities having trade policy implications; and identify U.S. trade policy interests that may be affected by non-trade agreements and activities; all the while recognizing the need to preserve our health, safety, and environmental standards.

### **Key External Factors:**

Several key external factors may affect or inhibit USTR's ability to achieve its general goals and objectives. These factors are outside USTR's direct control and, as they can influence USTR's desired outcomes, must be taken into consideration when evaluating USTR's overall achievement of these stated goals. Such factors include:

- USTR must directly or indirectly have access to the research and analytical resources that inform the trade policy formation process. This depends, in part, on the maintenance of such resources elsewhere in government, e.g., in Executive Branch agencies such as the Departments of Treasury, Commerce, CEA, Agriculture, EPA, Interior, Transportation, Energy, and HHS, or in independent agencies such as the International Trade Commission. This is particularly the case for the environmental review process mandated by Executive Order 13141.
- USTR must have available the means to procure, initiate, and assess outside research and to integrate the research analysis into an effective trade policy.
- USTR must be able to rely on the participation and support of other trade-related agencies at all levels of the policy development process.
- USTR cannot guarantee that agencies will provide the necessary resources to assist in the development and implementation of trade policy or environmental reviews. In such cases, resolution at the cabinet level may be necessary.

**OBJECTIVE 2:** Engage Congress, the private sector, and the public in the development of trade and investment initiatives.

**Performance Goals:**

- By 2002, if not granted earlier, obtain from Congress the appropriations necessary to carry out additional monitoring and enforcement of trade agreements.
- By 2002, create a baseline to measure comments from the public sector including *Federal Register* notices, the USTR website, public meetings, and the information line.
- By 2002, reform the Advisory Committee System to ensure that all relevant stakeholders are adequately represented in the formulation of U.S. trade policy.
- By 2002, design a questionnaire to be used annually to poll members of the Advisory Committee System on timeliness and content of briefings.
- Consult Congress regularly on trade policy initiatives and submit required reports on time (Appendix VI).

### **Means and Strategies:**

- Maintain regular and timely briefings of USTR committees of jurisdiction, and other relevant committees and staff on the following: personnel and organizational changes at USTR; reports and press releases issued by the agency; and the Administration's trade agenda, including progress on WTO/NAFTA disputes, multilateral and bilateral agreements, and the WTO Built-In Agenda.
- Consult with members of Congress, the private sector, and the public at the initiation of trade policy formulation.
- Work with an interagency committee to review Congressional, private sector, and public input concerning the functioning of the Advisory Committee System and formulate two sets of recommendations: (1) those that can be implemented administratively and (2) those that must be considered by Congress.

### **Key External Factors:**

- Depending on the outcome of the interagency review of the Advisory Committee System, Congress may not approve recommendations to reform the system. If this is the case, USTR and the Administration will need to consult with Congress to restructure its goals.

### **Use of Evaluations:**

- USTR will poll the interagency committee members and members of the Advisory Committee System. Subject to available resources, USTR will use an interactive website to collect comments from the public and civil society.
- USTR has made extensive use of evaluations in its review of the Advisory Committee System. On March 1, 2000, USTR wrote to the Chairmen and Ranking Members of the Ways and Means and Finance Committees, and their trade subcommittees, asking them to review the operation of the Advisory Committee System. Also this spring, USTR and Commerce announced an initiative to solicit views from the public on ways to enhance the effectiveness of Administration efforts to obtain advice from environmental, consumer, and other non-governmental groups on important trade policy matters. As part of that initiative, USTR and Commerce published a *Federal Register* notice seeking comments from the public on changes to the Advisory Committee System. Finally, the Administration also has requested current Advisory Committee members to provide their views on this subject as well. The ACTPN and TEPAC have active staff-level working groups for the purpose of advising the Administration on possible changes to the Advisory Committee System.

## NEGOTIATION INITIATIVE

The long term objectives and strategies for negotiating trade agreements were established in cooperation with Congress in successive legislative acts. Reorganization Plan No. 3 of 1979 and Section 1601 of the Omnibus Trade and Competitiveness Act of 1988 mandate that USTR will have the lead responsibility for the conduct of, and be chief U.S. representative for, international trade negotiations, including commodity and direct investment negotiations. By agreement, USTR and the Department of State co-chair the Bilateral Investment Treaty negotiations.

USTR negotiates bilaterally or in regional fora with over 150 countries. The results of these negotiations, together with those in other international organizations and informal groups, must be consistent with U.S. trade policy objectives and WTO obligations.

Increasingly, USTR negotiators and their teams address a breadth of issues where trade policy or its implementation intersects with U.S. regulatory practices. This is one of USTR's fastest growing areas of work, demanding new subject matter and legal expertise (Appendix II). The new areas include: health, biotechnology, food safety, environment, labor, natural resources, anti-trust, telecommunications, e-commerce, and financial services. In many of these areas, multilateral agreements become the mechanism by which governments negotiate trade facilitating measures which are then implemented by governments worldwide, often in advance of domestic regulations.

In addition, USTR is increasingly asked to develop input for the negotiation or implementation of agreements with primarily non-trade objectives, including multilateral environmental agreements in which trade policy issues arise. The multilateral environmental agreements and negotiations in which USTR participates are listed in Appendix VII.

**GOAL 2:** Negotiate trade and investment agreements to advance the national economic interest by addressing foreign trade barriers and trade-distorting measures.

**OBJECTIVE 3:** Negotiate trade and investment agreements that open foreign markets to goods and services of U.S. workers, agricultural producers, and other commercial interests; provide trade policy expertise in the negotiation of other agreements with trade implications.

**SUB-OBJECTIVE 1:** Conduct multilateral negotiations.

### **Performance Goals:**

- By 2001, implement the November 16, 1999, Executive Order (E.O.) 13141 on environmental reviews of trade agreements.
- By 2002 or earlier, strengthen the WTO through further multilateral negotiations,

including through the launch of a New Round on market access and expansion of trade rules, complementing negotiations already underway as a result of the Built-In Agenda (BIA) on agriculture and services. Ensure institutional reform of the WTO (e.g., outreach, attention to social issues, greater transparency, coordination with other international institutions in the area of technical assistance and capacity building).

- By 2005 or sooner, as appropriate, achieve complete implementation of the WTO's Agreement on Trade-Related Intellectual Property Rights by developing countries.
- By 2005, complete integration program for textile restrictions governed by WTO Agreement on Textiles and Clothing (ATC).
- By 2005, expand the Membership of the WTO by concluding negotiations on as many of the 30 pending accessions as possible.
- By 2005, achieve sectoral U.S. trade policy and negotiating objectives through bilateral and multilateral negotiations for ferrous and non-ferrous metals, steel, aircraft, automotive and forest products, chemicals, semiconductors, electronics, energy, commodities, consumer goods, telecommunication and electronic commerce, and for small and minority businesses.

#### **Means and Strategies:**

- Utilize regional and other fora in the policy development process to gain support for trade initiatives, including those to be agreed to in the WTO in the negotiating area, as well as institutional reform and the broader globalization-related issues.
- In consultation with other USG agencies, Congress, the private sector, and the public, devise policy options regarding continued U.S. participation in the WTO and areas where further negotiations will yield benefits for U.S. interests—in terms of commercial opportunities as well as in the promotion of American values abroad.
- Develop appropriate proposals that address the institutional issues confronting the WTO as a result of concerns raised about globalization.
- Grant technical assistance in order to help developing countries understand the value of services and agricultural trade liberalization, enabling them to respond more effectively to U.S. liberalization requests.
- Provide adjustments to textile restrictions subject to WTO ATC as scheduled, pursuant to ATC formula. Eliminate from quota coverage products that are scheduled for integration in phase 3 on January 1, 2002, and remaining products that are scheduled to be liberalized on January 1, 2005.



- Negotiate and implement, in cooperation with other agencies, any safeguard actions that may be necessary to alleviate damage to domestic industry during the period where the textile integration program is being completed.

#### **Key External Factors:**

- The extent to which the international environment will support the launch of new multilateral negotiations in light of the balance of interests to be pursued and the ability of less advanced countries to participate effectively in a broad set of new negotiations.
- Launch of multilateral trade negotiations will influence completion of telecommunications and e-commerce negotiations and achievement of services, agriculture, and industry market access goals (particularly tariff elimination goals) in sectors such as chemicals, forest products, fish, energy-related goods, environmental goods, medical equipment, gems and jewelry, and toys.
- The pace of progress in the individual accession process is up to the individual applicant in terms of its readiness to meet WTO obligations and the demands of WTO Members in completing the terms of accession.
- Congress will be creating a new farm bill in 2002. Provisions of the bill, and the debate surrounding the legislation, will influence U.S. negotiating positions and objectives of other countries.
- Industry reaction to textile quota elimination depends in part on their own autonomous adjustment to expanded competition and the degree of market access abroad available to this industry.

#### **Use of Evaluations:**

- The U.S. International Trade Commission has been asked to evaluate services trade barriers in other countries. The USITC will also be asked to evaluate the results of the negotiations as they proceed and at the conclusion.
- The U.S. International Trade Commission has made a preliminary evaluation of effects of multilateral trade reform and barriers on agricultural trade in other countries. It will be asked to evaluate the results of the negotiations as they proceed and at the conclusion.

#### **SUB-OBJECTIVE 2:** Conduct regional, bilateral, and plurilateral negotiations.

Below, all current regional, bilateral, and plurilateral negotiations are divided by geographic region and listed alphabetically. “Performance Goals,” “Means and Strategies,” “Key External

Factors,” and “Use of Evaluations” are identified for each region.

## **AFRICA**

### **Performance Goal:**

- By 2001, implement Title I of the African Growth and Opportunity Act provisions of the Trade and Development Act of 2000.

### **Means and Strategies:**

- Create a USTR-chaired TPSC subcommittee on implementation of AGOA to review mandated requirements and to decide on an implementation plan.
- USTR will work with USAID to coordinate regional seminars in Africa on the African Growth and Opportunity Act and the Generalized System of Preferences. State’s U.S. Information Service will be asked to coordinate a Worldnet Program with African Countries on AGOA Implementation.

### **Key External Factors:**

- Increased trade and investment flows are dependent on continued progress of African countries towards economic and political reform. Successful participation in AGOA by African countries will require African customs services to be in compliance with the requirements of the Act. African government and private sector officials will need to understand how to take advantage of the provisions of AGOA in order to access the U.S. market.

### **Use of Evaluations:**

- USITC has been asked to review products being proposed for duty free/quota free treatment under AGOA. The Commission will be asked to undertake additional analytical work in connection with the Act’s requirement that the Administration develop a free trade agreement strategy for interested beneficiary countries in sub-Saharan Africa.

## **ASIA-PACIFIC/APEC**

### **Performance Goals:**

- Continue trade and investment liberalization in Asian-Pacific countries, including moving APEC economies concretely toward implementing goals of free and open trade and investment in the Asia-Pacific region.

**Means and Strategies:**

- In consultation with U.S. agencies and other interested parties, USTR will develop specific proposals to be made in existing fora (e.g., APEC, WTO, and bilateral councils) designed to improve U.S. trade and investment opportunities in the Asia-Pacific region, while safeguarding U.S. interests.

**Key External Factors:**

- The willingness of the many and varied countries in the Asia-Pacific region to accept U.S. negotiating objectives will depend on U.S. responsiveness to their interests, which may involve sensitive U.S. economic interests, and their own domestic political constraints.
- Expanding liberalization in the region to all WTO members is likely to depend on the launch of a broad multilateral trade “round,” which has not yet been accepted.
- Maintenance of financial and economic stability and commitment to domestic economic reforms undertaken in response to the 1997 financial crisis.

**Use of Evaluations:**

- The U.S. International Trade Commission (USITC) completed a report in 1996 on U.S. interests in APEC trade liberalization.

**CHINA AND TAIWAN****Performance Goals:**

- After finalization of China's WTO accession, monitor China's implementation of WTO commitments and ensure that changes are made in the Chinese economy in accordance with these commitments.
- By 2000, finalize Taiwan's WTO accession and ensure Taiwan's compliance with WTO commitments.

**Means and Strategies:**

- Consult regularly with the Chinese government on implementation issues regarding accession.
- Take steps necessary within the WTO dispute settlement mechanism to bring

China into compliance.

- For Taiwan, follow identical means and strategies as above.

**Key External Factors:**

- The successful conclusion of China's WTO accession process, i.e. the approval by the WTO Council of China's final accession package.
- Continued progress on trade issues with China will be dependent on overall U.S.-China political relations. The willingness of China to accept WTO pressure for reform will depend on how China perceives its political relationship with the U.S. and other major powers.
- Taiwan's admission to the WTO. Some members of the WTO could seek to block Taiwan's accession.

**Use of Evaluations:**

- The GAO recently (1999-2000) completed several studies on China's WTO accession and the grant of PNTR to China.

**EUROPE AND THE MEDITERRANEAN**

**Performance Goals:**

- Negotiate and conclude agreements with the European Union that enhance regulatory cooperation and facilitate trade; e.g.: by 2001, Mutual Recognition Agreement in Marine Safety Equipment; by 2001, Guidelines on Regulatory Cooperation and Transparency; by 2003, Agreement on Wine Trade Issues; by 2005, Mutual Recognition for Insurance Services and Architectural and Engineering Services.

**Means and Strategies:**

- In consultation with other U.S. agencies and interested private and public parties, USTR will develop draft agreements that will allow specific products and services to flow more freely between the United States and the European Union, while still preserving the highest standards of public health, safety, and environmental quality.

**Key External Factors:**

- The European Union is comprised of 15 separate countries, which, in many regulatory areas have overlapping jurisdiction with the European Commission. This regime adds significantly to the complexity of negotiations. In addition, the European Union is likely to demand commitments that touch upon overlapping jurisdiction between the U.S. federal government and the states.

#### **Use of Evaluations:**

- USTR issued *Federal Register* notices soliciting public input on: 1) the overall work plan and objectives of the Transatlantic Economic Partnership (TEP); and 2) on the specific sectors under discussion for possible U.S.-EU Mutual Recognition Agreements.

### **MIDDLE EAST**

#### **Performance Goals:**

- By 2000, negotiate, conclude, and obtain Congressional approval for a U.S.-Jordan Free Trade Agreement.

#### **Means and Strategies:**

- In consultation with other U.S. agencies, interested parties, public parties, and the Congress, USTR will develop negotiating objectives and draft text designed to maximize U.S. economic opportunities in Jordan and include issues related to labor and environment.
- Provide technical assistance to help Jordan implement its obligations and improve its regulatory processes.

#### **Key External Factors:**

- Reaching this goal will require reaching agreement with Jordan, a sovereign country.
- In order to implement such an agreement, the U.S. Congress and the Jordanian Parliament will need to approve it.

#### **Use of Evaluations:**

- The U.S. International Trade Commission has been asked to evaluate the economic impact of a Free Trade Agreement with Jordan on the U.S. economy. This evaluation will be used to conduct an environmental review of the agreement.

- We have issued *Federal Register* notices soliciting public input on the implementation of E.O. 13141, including on the draft E.O. guidelines, and on the specific U.S.-Jordan FTA environmental review initiated in June 2000 pursuant to the E.O.
- We have issued a *Federal Register* notice soliciting public comments on the U.S. negotiating objectives for a U.S.-Jordan Free Trade Agreement.

## **CENTRAL EUROPE AND FORMER SOVIET UNION**

### **Performance Goals:**

- By 2003, reach agreement with EU candidate countries (e.g., Poland, Hungary, Czech Republic, Slovakia) to address the issue of the tariff disadvantage that U.S. products face vis a vis EU products.

### **Means and Strategies:**

- In consultation with other U.S. agencies and interested private and public parties, USTR will develop a targeted list of key products and sectors, in which we will seek tariff reductions on a country-by-country basis.

### **Key External Factors:**

- Domestic opposition in these countries to lowering tariffs in politically-sensitive sectors is high.
- The European Union, which enjoys a tariff advantage over U.S. products due to its Association Agreements with these countries, is pressuring them not to reduce their tariffs for U.S. products.

### **Use of Evaluations:**

- At the request of USTR, the U.S. International Trade Commission prepared an analysis of the elements of U.S. trade that are adversely affected by the European Union's Association Agreements with certain Central European countries.

## **JAPAN**

**Performance Goals:**

- Work to more fully open Japan's markets, press for Japan's full implementation of bilateral trade agreement obligations, and make further progress under our deregulation initiative.

**Means and Strategies:**

- In close consultation with the U.S. Embassy in Japan and U.S. private sector, monitor Japanese implementation of commitments under trade agreements. Should monitoring efforts uncover actual or potential problems, take necessary steps to bring Japan into compliance.

**Key External Factors:**

- Detailed information must be provided by the U.S. Embassy in Japan and U.S. private sector at the earliest possible time in order for USTR to take appropriate action.
- Japan's response to U.S. monitoring/enforcement efforts.

**WESTERN HEMISPHERE****Free Trade Area of the Americas (FTAA)****Performance Goal:**

- Conclude negotiations by December 31, 2004, of a comprehensive free trade area agreement among the democratically-elected governments of the Western Hemisphere.

**Means and Strategies:**

- Through the inter-agency TPSC process and in wide consultation with the full range of interests, USTR will develop U.S. text proposals that promote U.S. economic interests in a manner that is mutually supportive of our other values (e.g., rule of law, democracy, environmental protection, and workers' rights).
- We will conduct an environmental review of the FTAA negotiations, with the aim of identifying environmental opportunities that we can achieve through the FTAA negotiations and complementary activities, as well as environmental vulnerabilities (and the means to mitigate or avoid them).
- In addition, we will seek the adoption and implementation on a continuing basis of

business facilitation measures that will promote hemispheric trade, even as we continue to negotiate the agreement itself.

**Key External Factors:**

- In order to conclude the negotiations, it will be necessary to convince our negotiating partners that the U.S. Congress will pass the legislation necessary to implement the final agreement.
- Thirty-three other nations participate in the FTAA negotiations. The willingness of these countries to address U.S. negotiating objectives and interests depends upon our ability to respond to their objectives and interests. Many of these foreign countries' interests will involve sensitive interests in the United States.

**Implementation of NAFTA**

**Performance Goal:**

- The North American Free Trade Agreement (NAFTA) provides for an implementation transition period lasting through January 1, 2008, with nearly all obligations for eliminating tariffs, quotas, and other trade restrictions fully implemented by January 1, 2003. USTR will assure these obligations are implemented in full and as scheduled, and will consider accelerated or broader implementation where feasible.

**Means and Strategies:**

- Continue to fulfill NAFTA obligations as provided in the 1993 implementing legislation; this includes eliminating tariffs and quotas in annual stages.
- Monitor other agencies who have direct responsibility for obligations not overseen by USTR, such as certain investment or service commitments, in order to assure that all NAFTA obligations are implemented and all necessary rule-making and proclamations are completed in a timely manner.
- USTR will monitor the actions of Canada and Mexico in implementing their obligations over this period.
- USTR will explore the possibility of additional trade and investment liberalization. This includes, for example, accelerated tariff elimination, expansion of government procurement coverage, the addition of new professions to the professional services list for treaty visa holders, added compatibility among various technical standards, etc.

**Key External Factors:**



- Implementation relies on the continued commitment of the three NAFTA parties to both the letter and spirit of the Agreement.
- Governments may seek to nullify the benefits of the NAFTA agreement through unjustified use of standards, safeguards, and trade remedy law.

## MONITORING AND ENFORCEMENT INITIATIVE

During the Clinton Administration alone, USTR has negotiated nearly 300 bilateral, regional, and multilateral trade agreements and trade-related declarations (Appendix VIII). These agreements, combined with aggressive export promotion and vigorous enforcement of U.S. trade laws, have helped increase U.S. exports of goods and services.

The successful negotiation of these trade agreements has led to a greater emphasis on ensuring compliance by foreign governments with their obligations under these agreements. In January 1996, USTR created a new Monitoring and Enforcement unit, a further extension of the Administration's efforts to identify barriers to U.S. goods and services in markets abroad and to ensure compliance with international trade agreements. Monitoring and Enforcement is also carried out by negotiators in the course of their work with trading partners and by those who tend standing committees in the WTO.

The Trade Compliance Initiative in the President's FY 2001 Budget proposes to increase by \$22 million the resources of four agencies: USTR and the Departments of Commerce, State, and Agriculture. These agencies are engaged in monitoring and enforcement of trade agreements and trade laws. The additional resources sought for USTR would strengthen its ability to pursue a two-track strategy of negotiating agreements and ensuring that the terms of those agreements are fulfilled. This initiative would create new positions in four areas of expertise: legal, economic, geographic, and sectoral. USTR would also substantially increase staff devoted to the litigation of WTO trade disputes in all sectors, especially agriculture, manufacturing, services, and intellectual property protection. Significantly, USTR's FY 2001 budget request would increase by 75 percent the professional staff in USTR's China office.

*Monitoring.* With respect to monitoring activities, USTR has created and maintained a trade agreements archive, and has undertaken initiatives to monitor compliance with bilateral, regional, and specific WTO agreements, including a number of countries' WTO accession commitments. This work has been supported and complemented by the Department of Commerce's Trade Compliance Center. Interagency coordination of this activity is carried out by the interagency Trade Policy Staff Committee.

*Enforcement.* When, as a result of monitoring, USTR determines that a foreign government is not complying with its trade agreement obligations, an appropriate response by the United States is developed through the Trade Policy Staff Committee process, including strategically applying U.S. trade laws and, where appropriate, invoking dispute settlement provisions under the trade agreement. USTR represents the United States in litigation of all disputes to which the United States is a party in dispute settlement proceedings under the WTO, the NAFTA, and other multilateral and bilateral trade agreements. USTR also applies the provisions of U.S. trade laws to back up international enforcement of U.S. trade agreement rights and obligations and to address problems that are outside the scope of trade agreements.

USTR administers several laws and Executive Orders designed to ensure that U.S. companies and workers can petition the government to address foreign unfair trade practices that adversely affect U.S. economic interests, and deal with unfair or dramatically increased imports.

**GOAL 3:** Monitor, enforce, and where necessary, modify trade and investment agreements to ensure that the intended benefits are achieved.

The Monitoring and Enforcement goal covers all aspects of trade agreement implementation, including dispute settlement. For the United States to maintain an effective trade policy and an open international trading system, its citizens must have confidence that trade is fair and works for the good of all people. That means ensuring that other countries live up to their obligations under the trade agreements they sign.

**OBJECTIVE 4:** Monitor, enforce, and defend U.S. trade and investment rights and obligations to ensure compliance with the terms of existing agreements. Administer trade laws to bolster international compliance with U.S. trade agreement rights and obligations and address trade-related problems that are outside the scope of existing trade agreements.

**Performance Goals:**

- Annually identify new cases to be pursued under WTO and NAFTA dispute settlement procedures. And, continually work to resolve pending dispute settlement proceedings.

**Means and Strategies:**

- Increase USTR's ability to support dispute resolution with economic analysis.
- Use the interagency process on a monthly basis to monitor foreign government trade measures and assess their compliance with trade agreement obligations. Invoke dispute settlement procedures in instances where USTR believes there is noncompliance.
- Vigorously defend U.S. interests when dispute settlement procedures are invoked by foreign governments regarding U.S. trade measures, and ensure consistency of legal positions in those cases with positions taken in cases brought by the United States to challenge other governments' measures.
- Develop and maintain a highly-trained corps of litigators who are expert at brief-writing and oral argument and who have highly-developed advocacy skills specifically tailored to the WTO and NAFTA dispute settlement processes.
- Draw upon the resources of all trade agencies to implement a trade agreements monitoring program. Continue to work with those agencies to assess the current and

future workload in this area and to ensure that they are seeking and allocating adequate resources to address that workload.

- Employ provisions in dispute settlement procedures to ensure that foreign governments effectively implement the recommendations resulting from dispute settlement proceedings that are addressed to them, and employ the provisions in U.S. trade laws to ensure compliance with trade agreements that do not contain dispute settlement provisions.
- Encourage other governments to join the United States in making dispute settlement documents available to the public and generally increasing the transparency of WTO dispute settlement activities.
- Use Section 301, Special 301 (including the annual review process, and “out-of-cycle” reviews), and Section 1377, where appropriate, to address specific foreign trade barriers, to provide leverage to improve IPR laws and enforcement efforts, and to provide improved foreign market access for U.S. telecommunication goods and services exports. Implement Executive Order to set annual “Super 301” trade expansion priorities and to address discrimination in foreign government procurement.

**Key External Factors:**

- USTR cannot guarantee the cooperation of other trade agencies, without which it will need to scale back the scope of its efforts.
- USTR cannot control the number of dispute settlement cases that it will have to defend, when foreign governments challenge U.S. trade measures, so allocation of resources will be affected by the unpredictability of the defensive caseload.

**Use of Evaluations:**

USTR has been guided by the following GAO reports and is implementing the recommendations contained in them:

- *Improvements Needed to Track and Archive Trade Agreements*, December 1999.
- *Strategy Needed to Better Monitor and Enforce Trade Agreements*, March 2000.
- *World Trade Organization: U.S. Experience to Date in Dispute Settlement System*, June 2000.
- *World Trade Organization: Issues in Dispute Settlement*, August 2000.

## **COMMUNICATIONS AND MANAGEMENT INITIATIVE**

The USTR is the President's primary advisor and spokesperson on trade and direct investment policy, and is frequently called upon to provide advice to the President, testify before the Congress, and assist state and local governmental and non-governmental interests to achieve their trade and investment goals.

Additionally, an increase in national interest in the U.S. trade agenda has brought an increase in inquiries and requests from the press and public for USTR to provide information about U.S. trade policy. As trade has begun to play an increasingly significant role in our nation's economic growth, USTR has become increasingly aware of its responsibility to communicate effectively a trade policy that is designed to create jobs, improve the standard of living for all Americans, and further sustainable development.

Effective communication and effective implementation of the major goals presented in this Strategic Plan requires a workforce that is competent, motivated, and representative of the rich diversity of the American population. It also requires a supportive work setting for USTR employees, which is safe, secure, supportive of family obligations, and which provides office automation tools needed for the efficient conduct of agency business. USTR's employees are its most valued asset. Throughout the period covered by this Plan, USTR will support its employees through the provision of training, reliable office automation equipment, and policies and procedures that support employees' needs to balance work and family obligations.

**GOAL 4:** Open and maintain clear lines of communication related to U.S. trade policy and investment goals with the Congress, the private sector, the media, and the public.

**OBJECTIVE 5:** Promote awareness within the private sector and the public of the contribution of trade and investment to the nation's economic well-being.

### **Performance Goals:**

- By 2005, improve communication with the media and the public and private sector by posting "real time" information on a user-friendly USTR website.
- By 2002, design and implement an effective public education program, including Members of Congress and their staffs, on the benefits of open markets and expanded trade.
- By 2002, improve communication with the public by installing an automated system through which callers could get up-to-date information on a variety of issues daily.

### **Means and Strategies:**

- Respond quickly and accurately to requests for information about trade policy from the media, private sector, and the public, and conduct outreach to public and private groups concerned about trade.
- Provide timely information to the media, public, and private sector on U.S. trade agenda, priorities, and initiatives, including the significance of trade to U.S. economic growth, job creation, and strategic concerns.
- Design a questionnaire to be used annually to poll members of the public and private sector to ensure that quality service is being provided.
- Hire a full-time webmaster to revise, expand, and update on a “real time” basis USTR’s website.
- Expand the USTR website so that it includes a dynamic search engine, an electronic reading room of public documents generated by USTR or filed by the public and private sector, and the ability to conduct interactive briefings.
- Require the public and private sector to electronically file all public submissions, except for good cause. In those cases, USTR would convert the paper documents into electronic format for posting.
- Arrange media interviews for the USTR and deputies and continue to arrange backgrounders for AUSTRs on a broad range of trade issues.

#### **Key External Factors:**

- USTR must rely on the availability of a webmaster and on the participation and support of other trade-related agencies to provide the necessary resources to develop and implement an effective public education program.

#### **Use of Evaluations:**

- USTR will use an annual questionnaire to the public and private sector to measure the effectiveness of outreach, including *Federal Register* notices, public meetings, and improvements to the USTR website. USTR also will need to use an interactive website to collect comments from interested parties on an ongoing basis.

**GOAL 5:** Maintain a competent and diverse workforce and provide a work environment that motivates, protects, and supports USTR employees.

This internal management goal covers the selection, development, and support of USTR

employees. Included under this goal is: recruitment to obtain job candidates who best reflect the diversity of the American public; employee training to develop or sharpen job or language skills needed for effective job performance; security and facility improvements to enhance the quality of the work environment; and installation and maintenance of office automation tools to help employees work efficiently. Also note, “Use of Evaluations” is not applicable to this goal.

**OBJECTIVE 6:** Recruit and develop a workforce that more closely reflects the rich diversity of the American people and that possesses the skills needed for effective job performance.

**Performance Goals:**

- By FY 2002, increase by 20% the number of employees trained over the average number trained in the previous two years. In FY 2003 through FY 2005, increase the number trained by 10% each year over the number trained in the prior year.
- By FY 2002, establish an outreach recruitment program at a number of institutions with large minority populations that would have the requisite qualifications to compete for USTR positions. Continue to expand the recruitment effort to a larger number of institutions every year.

**Means and Strategies:**

- Assess the career development and training interests of USTR employees, by surveying employees, and prioritize training requirements.
- Develop training and competency criteria for all supervisory and managerial positions, identify where deficiencies exist in current supervisors/managers, and offer training to address the deficiencies.
- Identify external organizations that could serve as a source of referrals of minority candidates for vacant positions, and refer job openings to those organizations, as the openings are made available to the general public.

**Key External Factors:**

- Funds are needed to pay for training courses and instructors, and these are dependent on Congressional approval of annual budget requests.
- Employees and supervisors must make the time to attend training sessions. Often, demanding work schedules and deadlines prevent USTR employees from attending training or instruction sessions.
- The number of minority candidates selected to fill professional job vacancies is in part

dependent on the number of vacancies that arise each year and the number of minority applicants who apply for them.

**OBJECTIVE 7:** Improve safety and security at USTR in both Geneva and Washington.

**Performance Goals:**

- By FY 2004, replace USTR's inventory of secure telephones with Secure Terminal Equipment, keeping USTR current with evolving technologies and security requirements.
- By FY 2003, oversee an upgrade in the interior lighting in the USTR's Winder Building, which would enhance the office environment and working conditions.
- By FY 2002, install the capability for employees to send classified cables from their desktop computers, reducing potential vulnerabilities inherent in the existing paper cable process.
- By FY 2002, expand USTR's headquarters office space by acquiring additional space in a nearby facility, thereby reducing congestion and unacceptable working conditions in the main (Winder) building.

**Means and Strategies:**

- Obtain expert engineering support in order to design the system for sending classified cables electronically from USTR to the State Department, and secure that Department's agreement with the design.
- With the Executive Office of the President Office of Administration, develop a plan to acquire a sufficient amount of additional office space, outside the Winder Building, to accommodate the additional USTR staff proposed in the FY 2001 budget request. Renovate and furnish the new space, and make it suitable for occupancy.
- In collaboration with the General Services Administration, oversee and help implement the plan to replace interior lighting in the Winder Building, scheduling construction work during off-work hours, and building in safeguards to protect USTR employees.

**Key External Factors:**

- Funding approval in FY 2001 is needed for implementation of the electronic cable-sending project and the plan to acquire and furnish additional office space. Additional funds would need to be proposed and approved in FY 2002 and FY 2003 for replacement of the secure telephones.



- Cooperation is needed from the State Department on the system design and implementation of the electronic cable-sending capability.
- On the effort to replace interior lighting in the Winder Building, USTR is dependent on the procurement and construction schedule supervised by the General Services Administration.

**OBJECTIVE 8:** Install and maintain office automation tools to help employees work efficiently.

**Performance Goals:**

- By FY 2004, replace and upgrade the hardware and software in USTR's computer network, giving employees newer technology to meet their word processing, e-mail, data management, and other office automation needs.

**Means and Strategies:**

- Obtain funds in FY 2002 and FY 2003 for the upgrade, which would be phased in over a three year period (first year funding has been requested in FY 2001). Obtain expert engineering support in evaluating various system design options.
- Install approximately one-third of the replacement hardware each in fiscal years 2001, 2002, and 2003, ensuring that the newly-installed and previously-installed systems are compatible.

**Key External Factors:**

- Congressional funding approval in FY 2001 is needed for initial implementation of this effort, and additional funding would have to be proposed and approved in FY 2002 and FY 2003 to complete the planned upgrade.

## **APPENDIX I:**

### **LEGISLATIVE BACKGROUND: A HISTORY OF GROWING RESPONSIBILITY AND AUTHORITY**

By law, USTR plays the leading role in the development of policy on trade and trade-related investment, as well as in the coordination of the interagency process on trade policy formulation. Under the Trade Expansion Act of 1962, the President established an interagency trade policy mechanism to assist with the implementation of these responsibilities. This organization, as it has evolved, consists of three tiers of committees: the TPSC, the TPRG, and the NEC. These committees together constitute the principal mechanism for developing and coordinating U.S. Government positions on international trade and trade-related investment issues.

The Trade Expansion Act of 1962<sup>2</sup> required the President to appoint a Special Representative for Trade Negotiations and established an interagency trade organization to make recommendations to the President on policy issues arising from trade agreements. Through this legislation, Congress intended to better balance competing domestic and international interests in negotiations and the formulation of U.S. trade policy. The new Special Trade Representative was to serve as the chief representative for negotiations authorized under the Act and other trade negotiations authorized by the President.

Through executive orders issued in 1963, President John Kennedy created a new Office of the Special Trade Representative (STR) in the Executive Office of the President and designated two new Deputies, one in Washington, D.C., and the other in Geneva, Switzerland. Through the mid-1960's, STR had the chief responsibility for U.S. participation in the Kennedy Round of multilateral trade negotiations held under the auspices of the General Agreement on Tariffs and Trade (GATT).

In the 1970s, the Congress substantially expanded the responsibilities of STR. Section 141 of the Trade Act of 1974 provided a legislative charter for STR as part of the Executive Office of the President and made it responsible for the trade agreements programs under the Tariff Act of 1930, the Trade Expansion Act of 1962, and the Trade Act of 1974. The 1974 Act also made STR directly accountable to both the President and the Congress for these and other trade responsibilities. Through Executive Order 11846, President Ford elevated the Special Trade Representative to cabinet level.

Reorganization Plan No. 3 of 1979 consolidated and further strengthened STR's responsibilities.

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<sup>2</sup>The source for much of the legislative background description is the *Overview and Compilation of U.S. Trade Laws*, dated June 25, 1997, by the U.S. House of Representatives, Committee on Ways and Means.

The 1979 reorganization and Executive Order 12188 the next year renamed STR as the Office of the United States Trade Representative (USTR), centralized U.S. Government policy-making and negotiating functions for international trade, and greatly expanded USTR. These changes:

- Assigned overall responsibility to USTR for developing and coordinating the implementation of U.S. trade policy;
- Designated the Trade Representative as the principal advisor and chief spokesperson on trade agreements and trade policy, and as advisor on the impact of international trade on other U.S. Government policies;
- Made USTR responsible for asserting and protecting “the rights of the United States under all bilateral and multilateral international trade and commodity agreements;” this responsibility is exercised in conjunction with the Department of Commerce, which monitors “compliance with international trade agreements to which the United States is a party.”
- Made the Trade Representative the Vice Chairman of the Overseas Private Investment Corporation (OPIC), a non-voting member of the Export-Import Bank Board of Directors, and a member of the National Advisory Committee on International Monetary and Financial Policies;
- Made USTR responsible for developing and coordinating trade in services; and
- Made USTR responsible for direct investment matters. A separate memorandum of understanding between USTR and the Department of State spells out specific responsibilities for the two agencies in OECD, UNCTAD and other multilateral and bilateral activities. The Department of State serves as chief representative to the OECD Committee on Investment and Multilateral Enterprises and its subgroups (except for the subgroup on National Treatment), including the OECD Working Group on Bribery.

The U.S. Trade Representative’s authority was again enhanced through the Omnibus Trade and Competitiveness Act of 1988. Section 1601 of the 1988 legislation enumerated USTR’s responsibilities to include the following:

- To have primary responsibility for developing and coordinating the implementation of U.S. international trade policy;
- To serve as the principal advisor to the President on international trade policy and advise the President on the impact of other U.S. Government policies on international trade;
- To have lead responsibility for the conduct of, and be chief U.S. representative for, international trade negotiations, including commodity and direct investment negotiations;

- To coordinate trade policy with other agencies;
- To act as the principal international trade policy spokesperson of the President;
- To report and be responsible to the President and the Congress on the administration of the trade agreements program, and to advise on non-tariff barriers, international commodity agreements, and other matters relating to the trade agreements program; and
- To be Chairman of the Trade Policy Committee.

The 1988 legislation also included a Sense of the Congress statement that the USTR should be the senior representative on any body the President establishes to advise him on overall economic policies in which international trade matters predominate and that the USTR should be included in all economic summits and other international meetings in which international trade is a major topic. Finally, this legislation further elevated the importance of USTR in trade matters by shifting to USTR the Presidential responsibility for implementing actions under Section 301, subject to specific direction, if any, from the President.

The Uruguay Round Agreements Act, enacted in 1995, specifies that USTR has lead responsibility for all negotiations under the auspices of the WTO. The conclusion of such major comprehensive trade agreements as the North American Free Trade Agreement (NAFTA) and the WTO Agreement has vastly expanded USTR's responsibility for implementation and enforcement.

## **APPENDIX II:**

### **STRATEGIC PLAN REQUIREMENTS**

#### **RELATIONSHIP OF THE PERFORMANCE GOALS TO THE GENERAL GOALS AND OBJECTIVES OF THE STRATEGIC PLAN**

**GOAL 1: To formulate the trade policy of the United States to advance the national economic interest and to reflect fully the views of the Executive Branch, the Congress, the private sector (as defined in the Mission Statement), and the public.**

The formulation of trade policy is a complex process involving several government agencies and affecting almost all Americans. To achieve this goal, USTR has defined 7 performance goals divided among two objectives.

The first set of performance goals establishes the necessity of grounding U.S. trade policy in sound economic analysis and a well-functioning inter-agency process that represents both economic policy and civil society concerns.

A second set of performance goals addresses the Congress, the private sector, and the public in the development of trade and investment initiatives. Without enabling legislation, negotiated agreements will never reach implementation. Further, the authority to (re)allocate resources lies partially with the Congress: USTR's political staff must be confirmed in the Senate, and the Congress must approve all Executive Office budget requests. Consequently, USTR engages Congress on a daily basis to best assure that our objectives are being clearly communicated. There is also a heightened concern for ensuring public comment for trade policy initiatives. This is measured in a series of performance goals, as is the reform of the Advisory Committee System.

**GOAL 2: Negotiate trade and investment agreements to advance the national economic interest by addressing foreign trade barriers and trade-distorting measures.**

Creating new opportunities for U.S. commerce involves the identification and dismantling of barriers to trade and investment. This objective is addressed through performance goals that describe numerous multilateral, bilateral, and sectoral trade agreements, in various stages of completion. USTR also participates in the negotiation of non-trade agreements, e.g., multilateral environmental agreements.

**GOAL 3: Monitor, enforce, and, where necessary, modify trade and investment agreements to ensure the intended benefits are achieved.**

A critical factor in attaining this goal is the monitoring and enforcement of trade agreements listed in the appendix to this report (Appendix VIII). In addition, approximately 50 disputes, filed in the

WTO and the NAFTA, are adjudicated in a year. The final set of performance goals in this section address the administration of U.S. trade laws which are designed to ensure compliance with U.S. trade agreement rights and obligations.

**GOAL 4: Open and maintain clear lines of communication related to U.S. trade policy and investment goals with the Congress, the private sector, the media, and the public.**

While USTR often enjoys wide support in the Congress and the private sector, it has greater difficulty communicating in a targeted fashion with the American public. In order for Americans to be supportive of U.S. trade policy, USTR must find effective solutions to the trade and investment problems brought to its attention and communicate its successes to the affected parties. Three performance goals that focus on a website, public education program, and automated caller system help us to attain this objective.

**GOAL 5: To maintain a competent and diverse workforce and to provide a work environment that motivates, protects, and supports USTR employees.**

No agency, private or public, can survive without an office environment that meets its distinct needs. To this end, USTR, through its performance goals, will maintain its commitment to diversity, improve the safety and security of its offices, provide flexible work schedules, and sharpen the skills necessary for employees to succeed.

## **RELATIONSHIP OF RESOURCES TO STRATEGIC PLAN**

The President's FY 2001 budget request for USTR was \$29.6 million and 203 Full Time Equivalent (FTE) staff. More than two-thirds of this budget pays for employee salaries and benefits, and the remaining third supports office rent and utilities, employee travel, and other day-to-day office expenses.

Complementing the funded FTEs, USTR relies on an average of about 30 personnel detailed from other Federal agencies, such as the Departments of State and Agriculture, and the U.S. International Trade Commission. These details are "non-reimbursable" (at little or no cost to USTR), and benefit both USTR and the lending agency. USTR benefits because the detail adds subject matter, geographic, or legal expertise to USTR's core permanent staff. The lending agency benefits since the detailed worker receives valuable training and job experience in trade negotiation, policy coordination, or enforcement.

To address the relationship between resources and the four Initiatives identified in the Strategic Plan, heads of USTR offices review quarterly the responsibilities and work of the employees they supervise, and estimate the time each spends on the four Initiatives. This methodology provides a calculation of the resources allocated to each Initiative, by office and in total for the agency:

### **FY 2000 Allocation of Staff Resources by Initiative**

Initiative #1:	Trade Policy Development .....	33%	
Initiative #2:	Negotiation .....		47%
Initiative #3:	Monitoring & Enforcement .....	12%	
Initiative #4:	Communication & Management .....	8%	

Quantifying the relative proportion of staff resources allocated to the four Initiatives reveals some noteworthy facts. First, the vast majority of USTR's staff resources are used to fulfill the core statutory mission areas—negotiating and enforcing trade agreements, and developing and coordinating trade policy.

Second, the Initiative that may be in greatest need of additional resources, or a larger share of existing resources, is the Monitoring and Enforcement (M&E) Initiative. Although the Congress approved an increase of 10 FTEs for M&E in FY 1998, enforcement workloads continue to grow rapidly due in large measure to the need for monitoring and enforcement of the nearly 300 trade agreements and trade-related declarations concluded between 1993 and the year 2000. In recognition of a shortage of resources in M&E, the FY 2001 budget proposed an additional 13 FTEs for enforcement as part of a broader Trade Compliance Initiative covering not only USTR, but the Departments of Commerce, State, and Agriculture. We are hopeful that the Congress will approve that increase so that USTR can better defend U.S. interests through use of a range of enforcement tools at its disposal. With the addition of these 13 FTEs to USTR's enforcement effort, USTR will be able to devote more resources than ever to ensuring market access for Americans, advancing the rule of law internationally, and creating a fair, open, and predictable trading environment for the future.

Third, although the allocation of staff resources among the four Initiatives indicates that USTR allocates more resources to negotiations than to any other single Initiative, it also reveals that less than half of the agency's total resources are committed to the mission-critical function of negotiations. In the year 2000 alone, the Congress affirmed its confidence in trade negotiations, in the world trading system and in USTR. The House voted overwhelmingly to reject a resolution that would have withdrawn Congressional support for continued U.S. participation in the World Trade Organization. Through passage of the Trade and Development Act of 2000, the Congress provided greater duty-free access to U.S. markets for more than 70 countries in sub-Saharan Africa, the Caribbean, and Central America, and it assigned additional responsibilities and workloads to USTR. The House also passed Permanent Normal Trade Relations for China. Even with this Congressional support for trade, USTR is not positioned as well as it could be to meet the negotiation challenges and workloads implied in the new legislation, nor those that stem from other developments. Increased negotiation work will result in FY 2001 and succeeding years from the new legislation and from: market access negotiations under the ongoing WTO work program; agricultural negotiations, especially in specialized areas like biotechnology, sanitary and phytosanitary, food safety and standards; China negotiations after that country's expected accession to the WTO; market-opening Japan negotiations under the Bilateral Deregulation Initiative; and specialized environment and labor negotiations.

The FY 2001 budget request would augment staff resources devoted to Negotiation (Initiative 2) and Monitoring and Enforcement (Initiative 3) activities, not only enhancing the total resources USTR commits to these critical activities, but better equipping the agency to meet the challenges and workloads it expects to face in the years covered by this Strategic Plan.

### **Prioritization of Trade Objectives:**

Integral to the GPRA Strategic Planning process is a thorough examination of the mission, the statutory mandates from the Congress, and a judgment about the appropriate allocation of resources to carry out the mandates.

USTR continues to use the strategic planning process to help guide the distribution of resources among competing initiatives and priorities. The internal process of tracking and reporting quarterly on the allocation of staff among the four Initiatives has helped managers understand better which Initiatives are adequately funded and which may require additional support. This planning process also validates three observations made in USTR's first Strategic Plan in September 1997: (a) that USTR's mission is clear and widely understood by its employees; (b) that the Initiatives tracked are drawn directly from the statutes that authorize USTR operations; and (c) that there continues to be some mismatch of resources between what USTR requires under the Negotiation and the M&E Initiatives, but that the mismatch is addressed in the FY 2001 budget request, which adds 24 FTEs to these areas.

## **SCHEDULE FOR FUTURE EVALUATIONS**

The strategic plan contains a number of evaluations. The following list is drawn from the plan and will be conducted over the next five fiscal years.

- Design a questionnaire and obtain feedback from members of the interagency process to ensure that fair procedures are equitably implemented.
- Design a questionnaire to be used annually to poll members of the Advisory Committee System to ensure that quality service is being provided.
- Use evaluations in the review of the Advisory Committee System.
- Use the U.S. International Trade Commission to evaluate trade barriers in other countries and import sensitivities in our own.

## **INTERAGENCY CROSS-CUTTING FUNCTIONS**

USTR's main cross-cutting function is interagency coordination. This function is clearly defined



in its enabling statute. Some clarification is necessary with regard to the National Economic Council (NEC). Created at the start of the Clinton Administration, the NEC operates as a White House entity and has as its members all Cabinet agencies with economic responsibilities. The NEC is the final level of review. To preserve continuity, USTR must coordinate with the NEC to ensure that issues elevated to its level have already been discussed at the TPSC and/or TPRG.

USTR also participates in the Trade Policy Coordination Committee (TPCC), chaired by the Commerce Department. The TPCC brings together federal trade promotion and finance programs to help our private sector compete on a level playing field. Here, USTR provides trade policy leadership and negotiating expertise. USTR participates at the Deputy USTR level to develop and recommend timely and appropriate action in response to export opportunities.

The Trade Representative is the Vice Chairman of the Overseas Private Investment Corporation (OPIC), and a member of the National Advisory Committee (NAC) on International Monetary and Financial Policies.

### **Cross-Cutting Programs:**

Cross-cutting programs are described in the text of the strategic plan. These include:

- Reliance on the International Trade Commission and the agencies of the TPSC for research and analytical resources that inform the trade policy formulation process. These include studies on import sensitivity and market access.
- Reliance on the State Department and U.S. Embassies for identification of trade problems, monitoring and enforcement of trade agreements, and representation at international meetings at the OECD and UNCTAD.
- Co-Chair with the Council on Environmental Quality the administration of the Executive Order on environmental reviews. This requires interaction with many environmental agencies and sections of agencies.
- Labor, EPA, Commerce, and Agriculture co-chair the administration of various advisory committees.
- The strategic plans of Commerce, ITC, State, and Transportation underscore these cross-cutting functions.

## **CONSULTATION**

In the process of drafting its strategic plan, USTR sought comments from all relevant stakeholders, including USTR staff, Congress, the Advisory Committee System (including business, NGOs, labor, state and local governments), the Government Accounting Office, and the

19 agencies that make up the Trade Policy Staff Committee. In addition, USTR requested the plans of other agencies and subsequently made suggestions to the trade portions of their plans.

**APPENDIX III:**  
**EXECUTIVE BRANCH AGENCIES ON THE TRADE POLICY**  
**COMMITTEE**

Council of Economic Advisors  
Council on Environmental Quality  
Department of Agriculture  
Department of Commerce  
Department of Defense  
Department of Energy  
Department of Health and Human Services  
Department of Interior  
Department of Justice  
Department of Labor  
Department of State  
Department of Transportation  
Department of Treasury  
Environmental Protection Agency  
International Development Cooperation Agency  
National Economic Council  
National Security Council  
Office of Management and Budget  
Office of the United States Trade Representative – Chairman  
U.S. International Trade Commission (non-voting member)

**APPENDIX IV:**  
**CONGRESSIONAL COMMITTEES REGULARLY CONSULTED ON**  
**TRADE POLICY**

Primary jurisdiction:

- House Ways and Means Committee
- Senate Finance Committee
- Leadership Office of the House
- Leadership Office of the Senate

Other House committees:

- Appropriations
- Agriculture
- Banking
- International Relations
- Judiciary
- Commerce

Other Senate committees:

- Appropriations
- Agriculture
- Banking
- Commerce
- Foreign Relations
- Judiciary
- Environment and Public Works

## APPENDIX V:

### LIST OF ADVISORY COMMITTEES

	<u>Coordinating Agency</u>	<u>Members</u>
Advisory Committee for Trade Policy and Negotiations (ACTPN)	[USTR]	30
Agricultural Policy Advisory Committee for Trade (ATPA)	[Agriculture]	51
Agricultural Technical Advisory Committee for Trade (ATACs):	[Agriculture]	
in Animal and Animal Products		22
in Fruits and Vegetables		15
in Tobacco, Cotton and Peanuts		29
in Sweeteners		24
in Grains, Feed and Oilseeds		23
Defense Policy Advisory Committee for Trade (DPACT)	[Defense]	14
Industry Functional Advisory Committee (IFACs):	[Commerce]	
IFAC 1: Customs Matters		16
IFAC 2: Standards		11
IFAC 3: Intellectual Property Rights		9
IFAC 4: Electronic Commerce		11
Industry Sector Advisory Committees (ISACs):	[Commerce]	
ISAC 1: Aerospace Equipment		19
ISAC 2: Capital Goods		17
ISAC 3: Chemicals and Allied Products		35
ISAC 4: Consumer Goods		20
ISAC 5: Electronics and Instrumentation		23
ISAC 6: Energy		15
ISAC 7: Ferrous Ores and Metals		18
ISAC 8: Footwear, Leather and Leather Products		13
ISAC 9: Building Products and Other Material		10
ISAC 10: Lumber and Wood Products		14
ISAC 11: Nonferrous Ores & Metals		16
ISAC 12: Paper and Paper Products		9
ISAC 13: Services		33
ISAC 14: Small and Minority Business		19
ISAC 15: Textiles and Apparel		24
ISAC 16: Transportation, Construction and Agricultural Equipment		9
ISAC 17: Wholesaling and Retailing		15
Intergovernmental Policy Advisory Committee (IGPAC)	[USTR]	23
Labor Advisory Committee (LAC)	[Labor]	46
Trade Advisory Committee for Africa (TACA)	[USTR]	13
Trade and Environment Policy Advisory Committee (TEPAC)	[USTR]	23
<b>TOTAL MEMBERS</b>		<b>669</b>

## **APPENDIX VI:**

### **TRADE-RELATED REPORTS**

January 1  
(see also  
July 1)

Semiannual Report on Section 301 Program, – 19 U.S.C. § 2419, Trade Act of 1974

The Trade Representative shall submit a report to the House of Representatives and the Senate semiannually describing: the petitions filed and the determinations made (and the reasons therefore under Section 302; developments in, and the current status of, each investigation or proceeding under this chapter; the actions taken, or the reasons for no action, by the Trade Representative under section 301 with respect to investigations conducted under this chapter; and the commercial effects of actions taken under section 301.

January 31

Triennial Report – Operation of the Andean Trade Preferences Act, 19 U.S.C. § 3202(f), Pub. L. 102-182, Sec. 203(f) (105 Stat. 1239)

On or before the 3rd, 6th and 9th anniversaries of December 4, 1991, the President must make a report to Congress concerning the operation of the Program. The President has delegated the preparation of this report to the USTR. 3rd anniversary = Dec. 4, 1994; 6th anniversary = Dec. 4, 1997; 9th anniversary = Jan. 31, 2001.

January 31

Report on Operation of ATPA Program – 19 U.S.C. § 3202(f), as amended by the Trade and Development Act of 2000, Pub. L. 106-200, Title II (The United States–Caribbean Basin Trade Partnership Act), Section 211(c)

Not later than January 31, 2001, the President shall submit to the Congress a complete report regarding the operation of this program, including the results of a general review of ATPA beneficiary countries based on the criteria in the ATPA affecting beneficiary country designation.

February 1

Subsidies Enforcement – Notification, Consultation and Publication – Annual Report – 19 U.S.C. § 3571(f)(4), added by the Uruguay Round Agreements Act, Pub. L. 103-465, Sec. 281(f)(4) (108 Stat. 4926)

No later than February 1 of each year beginning in 1996 the USTR and the Dept. of Commerce shall issue a joint report to Congress detailing the subsidies practices of major trading partners and the monitoring and enforcement activities of the USTR and Commerce during the preceding calendar year which relate to subsidies practices.

March 1

Annual Report on the WTO – 19 U.S.C. § 3534, added by the Uruguay Round Agreements Act, Pub. L. 103-465, Sec. 124 (108 Stat. 4832)

Not later than March 1 of each year beginning in 1996 the USTR shall submit a report to Congress describing, for the preceding fiscal year of the WTO, the major activities and work programs of the WTO, the percentage of budgetary assessments by the WTO that were accounted for by each WTO member, the status of consultations with any state whose law was the subject of a report adverse to the U.S., etc.

March 1      Annual Report on Trade Agreements Program and National Trade Policy Agenda – 19 U.S.C. § 2213(a), Trade Act of 1974

No later than March 1 of each year, the President must submit a report to Congress on the operation of the Trade Agreements Program, the provision of import relief and adjustment assistance to workers and firms under the Trade Act, and the national trade policy agenda for the year that the report is submitted.

Report is to include, per the Uruguay Round Agreements Act, Pub. L. 103-465: (1) a section on TRIMS (per the SAA); (2) a list of persons serving on the WTO Appellate Body, and (3) the indicative list of panelists maintained by the WTO Secretariat (per Section 123(a), 19 U.S.C. § 3533(a)).

March 31      National Trade Estimate Report – Estimates of barriers to market access – 19 U.S.C. § 2241(a) and (b), Trade Act of 1974

On or before March 31 of each year, the USTR must prepare a report for submission to the Senate Finance Committee, the appropriate House committees, and the President setting forth the National Trade Estimate i.e., its analysis of market access barriers and the estimate of the trade-distorting impact of such barriers on U.S. commerce.

Report is to include, per the Uruguay Round Agreements Act, Pub. L. 103-465: (I) a section on foreign anticompetitive practices, the toleration of which by foreign governments is adversely affecting exports of U.S. goods and services (per Section 311(a)(1)(C), 19 U.S.C. § 2241(b)(2)(C)).

March 31      NAFTA Final Candidate List – Candidate list of prospective panelists – Trade Representative Report – 19 U.S.C. § 402(c)(4)(A)

No later than March 31 of each calendar year, the Trade Representative shall submit to the House Ways and Means Committee and the Senate Finance Committee the final candidate lists of those individuals selected by the Trade Representative to be candidates eligible to serve on panels and committees convened under chapter 19 during the 1-year period beginning on April 1 of such calendar year.

March 31      NAFTA Report on Judges – Report to Congress on efforts to secure the participation of judges and former judges in NAFTA dispute settlement – Trade Representative Report – 19 U.S.C. § 402(h)

At the same time the final candidate lists are submitted under 19 U.S.C. (C)(4)(A), the Trade Representative shall submit to the House Judiciary, House Ways and Means, Senate Judiciary and Senate Finance Committees a report regarding the efforts made to secure the participation of judges and former judges on binational panels, extraordinary challenge committees, and special committees established under chapter 19.

On or about April 30     Special 301 Report – Identification of Countries that Deny Adequate Protection, or Market Access, for Intellectual Property Rights – Annual Report – 19 U.S.C. § 2242(g), as amended by the Uruguay Round Agreements Act, Pub. L. 103-465, Sec. 313 (108 Stat. 4938)

No later than 30 days after the date on which the annual NTE report is submitted to Congress, the USTR must submit a report to the House Ways and Means Committee and the Senate Finance Committee on actions taken under this section, and the reasons therefore, during the 12 months preceding. The report shall include a description of progress made in achieving improved intellectual property protection and market access for persons relying on intellectual property rights.

May 18     Plan for Possible Future Free Trade Agreements with Sub-Saharan African Countries – Trade and Development Act of 2000, Pub. L. 106-200, Title I (African Growth and Opportunity Act), Section 116(c)

Not later than 12 months after the date of the enactment of this Act, the President shall prepare and transmit to the Congress a report containing the plan developed pursuant to subsection (b). (The referenced plan is for the purpose of negotiating and entering into one or more trade agreements with interested beneficiary sub-Saharan African countries.)

May 18     Annual Report on U.S. Trade and Investment Policy Toward Sub-Saharan Africa – Trade and Development Act of 2000, Pub. L. 106-200, Title I (African Growth and Opportunity Act), Section 106

The President shall submit to the Congress, not later than 1 year after the date of the enactment of this Act, and annually thereafter through 2008, a comprehensive report on the trade and investment policy of the United States for sub-Saharan Africa, and on the implementation of this title and the amendments made by this title.

July 1     Semiannual Report on Section 301 Program – 19 U.S.C. § 2419, Trade Act of 1974

See entry under January 1.

October 1     Report by USTR on Cooperation of Other Countries Concerning Circumvention – 19 U.S.C. § 2703(b), as amended by the Trade and Development Act of 2000, Pub. L. 106-200, Title II (The United States–Caribbean Basin Trade Partnership Act), Section 211(a)



The Trade Representative shall submit to Congress, not later than October 1, 2001, a report on the study conducted under this subparagraph.

The study is conducted by the U.S. Commissioner of Customs, and analyzes the extent to which each CBTPA beneficiary country has: (1) cooperated fully with the United States in instances of circumvention or alleged circumvention of textile and apparel import quotas; (2) taken appropriate measures against exporters and importers involved in instances of false declaration concerning fiber content, origin of textile and apparel goods, etc.; and (3) imposed penalties on entities involved in circumvention and worked to seek the cooperation of any third country to prevent circumvention from taking place in that country.

December 31 Report on Operation of CBI Program – 19 U.S.C. § 2702(f), as amended by the Trade and Development Act of 2000, Pub. L. 106-200, Title II (The United States–Caribbean Basin Trade Partnership Act), Section 211(c)

Not later than December 31, 2001, and every 2 years thereafter during the period in which this title is in effect, the United States Trade Representative shall submit to Congress a report regarding the operation of this title, including the results of a general review of beneficiary countries based on the eligibility criteria in the statute and the performance of each beneficiary country under the new criteria established by the CBTPA for receiving enhanced benefits.

## **APPENDIX VII:**

### **MULTILATERAL ENVIRONMENTAL AGREEMENTS AND NEGOTIATIONS IN WHICH USTR PARTICIPATES**

#### **Existing Agreements and Negotiating Fora**

Convention on Biodiversity (CBD)  
Cartagena Protocol on Biosafety to the Convention on Biological Diversity  
Convention on International Trade in Endangered Species of  
Wild Fauna and Flora (CITES)  
U.N. Commission on Sustainable Development (CSD)  
Basel Convention on the Control of Transboundary Movements of  
Hazardous Wastes and Their Disposal  
Convention on the Prevention of Marine Pollution by Dumping of  
Wastes and Other Matter (London Convention)  
Montreal Protocol on Substances that Deplete the Ozone Layer  
North American Agreement on Environmental Cooperation  
U.S.-Mexico Border Environment Cooperation Agreement  
Inter-American Tropical Tuna Convention  
International Convention for the Conservation of Atlantic Tunas  
Inter-American Convention for the Protection and Conservation of Sea Turtles  
International Whaling Convention (IWC)  
CSD Intergovernmental Forests Forum  
Rotterdam Convention on Prior Informed Consent (on certain hazardous chemicals)

#### **Negotiation of New or Revised Agreements Currently Underway**

U.N. Negotiation on Hazard Classification and Labeling  
Further elaboration on U.N. Framework Convention on Climate Change  
Convention on Persistent Organic Pollutants

**APPENDIX VIII:**  
**U.S. TRADE-RELATED AGREEMENTS AND DECLARATIONS**  
**CONCLUDED SINCE 1993**

Following is a list of the 293 U.S. trade-related agreements, declarations, designations, settlements, and memoranda of understanding (MOU) concluded by the Office of the U.S. Trade Representative from January 1993 through July 19, 2000. This list does not include U.S. trade-related agreements negotiated by other U.S. Government agencies (e.g., civil aviation and maritime agreements).

**MULTILATERAL AGREEMENTS**

- Marrakesh Agreement Establishing the World Trade Organization (WTO) (signed April 15, 1994) and the Ministerial Decisions and Declarations adopted by the Uruguay Round Trade Negotiations Committee on December 15, 1993
  - a. Multilateral Agreements on Trade in Goods
    - i. General Agreement on Tariffs and Trade 1994
    - ii. Agreement on Agriculture
    - iii. Agreement on the Application of Sanitary and Phytosanitary Measures
    - iv. Agreement on Textiles and Clothing (which now supersedes most of the bilateral textile agreements listed below, incorporating quotas and certain provisions from those agreements)
    - v. Agreement on Technical Barriers to Trade
    - vi. Agreement on Trade-Related Investment Measures
    - vii. Agreement on Implementation of Article VI of the General Agreement on Tariffs and Trade 1994
    - viii. Agreement on Implementation of Article VII of the General Agreement on Tariffs and Trade 1994
    - ix. Agreement on Preshipment Inspection

- x. Agreement on Rules of Origin
  - xi. Agreement on Import Licensing Procedures
  - xii. Agreement on Subsidies and Countervailing Measures
  - xiii. Agreement on Safeguards
- b. General Agreement on Trade in Services
- c. Agreement on Trade-Related Aspects of Intellectual Property Rights
- d. Plurilateral Trade Agreements<sup>3</sup>
  - i. Agreement on Government Procurement (April 15, 1994)
  - ii. International Bovine Meat Agreement (April 15, 1994)
- NAFTA
  - a. North American Free Trade Agreement (NAFTA) (implementing legislation signed December 8, 1993)
  - b. U.S.-Mexico Agreement under NAFTA on the Exchange of Product Safety Test Data (May 20, 1997; entered into force date July 1997)
  - c. First Round of the NAFTA Tariff Acceleration Exercise (March 20, 1997)
  - d. Second Round of the NAFTA Tariff Acceleration Exercise (April 29, 1998)
  - e. NAFTA Rules of Origin Technical Rectifications (effective January 1, 1996; March 3, 2000)
- Free Trade Area of the Americas
  - a. Summit of the Americas Declaration and Action Plan (December 11, 1994)
  - b. Joint Declaration of the Trade Ministers (June 30, 1995)

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<sup>3</sup>The Agreement on Trade in Civil Aircraft (April 12, 1979; amended by protocol in 1986) remains in force and was not changed by the Uruguay Round negotiations.

- c. Joint Declaration of the Trade Ministers (March 21, 1996)
- d. Joint Ministerial Declaration of Belo Horizonte (May 16, 1997)
- e. Joint Ministerial Declaration of San Jose (March 19, 1998)
- f. Summit of the Americas Declaration and Action Plan (April 19, 1998)
- g. Joint Ministerial Declaration of Toronto (November 4, 1999)
- Asia Pacific Economic Cooperation
  - a. Declaration of Common Resolve (November 15, 1994)
  - b. Declaration for Action (November 19, 1995)
  - c. Declaration on an APEC Framework for Strengthening Economic Cooperation and Development (November 22-23, 1996)
- International Tropical Timber Agreement, 1994 (January 26, 1994, entered into force January 1, 1997; successor to the 1983 International Tropical Timber Agreement)
- Memorandum of Understanding on Aluminum (agreement among the United States, Russia, Canada, the European Union, Australia, and Norway on Russian production of aluminum; January 27, 1994)
- OECD Agreement on Shipbuilding (December 21, 1994; implementing legislation pending before Congress)
- International Rubber Agreement (September 25, 1996)
- Singapore WTO Ministerial Declaration (December 13, 1996)
- WTO Basic Telecommunications Services Agreement (February 15, 1997)
- WTO Information Technology Agreement (ITA) (March 26, 1997)
- WTO Guidelines for the Negotiation of Mutual Recognition Agreements on Accountancy (May 29, 1997)
- WTO Financial Services Agreement (December 12, 1997)
- United States-Central American Regional Trade and Investment Framework Agreement

(March 20, 1998)

- U.S.-EU Transatlantic Economic Partnership (May 18, 1998)
- WTO Declaration on Global Electronic Commerce (May 20, 1998)
- WTO Ministerial Declaration (May 20, 1998)
- APEC Telecommunications Equipment Mutual Recognition Arrangement (June 5, 1998)
- U.S.-Andean Community Trade and Investment Council (October 30, 1998)
- Plurilateral Agreement on Semiconductor Trade Practices (June 10, 1999)

### BILATERAL AGREEMENTS

#### Albania

- Bilateral Investment Treaty (signed January 11, 1995, entered into force January 4, 1998)
- Agreement on Terms for Albania's WTO Accession (September 30, 1999)

#### Argentina

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Tobacco Tariff-Rate Quota (September 11, 1995)

#### Australia

- Market Access Agreement for Textiles and Clothing (December 1993)
- Settlement on Leather Products Trade (November 25, 1996)
- Understanding Between the U.S. and Australia on Automotive Leather Subsidies (June 20, 2000)

#### Azerbaijan

- Agreement on Bilateral Trade Relations (April 12, 1993)
- Bilateral Investment Treaty (signed August 1, 1997)

#### Bahrain

- Agreement on Trade in Textiles and Textile Products (April 4 & June 9, 1993)
- Bilateral Investment Treaty (signed September 29, 1999)

#### Bangladesh

- Agreement on Trade in Textiles and Textile Products (December 10, 1994)

#### Belarus

- Agreement on Bilateral Trade Relations (February 16, 1993)
- Bilateral Investment Treaty (signed January 15, 1994)
- Agreement on Trade in Textiles and Textile Products (February 17, 2000)

#### Bolivia

- Bilateral Investment Treaty (signed April 17, 1998)

#### Brazil

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Trade in Textiles and Textile Products (May 4 & June 27, 1994)
- Agreement on Tobacco Tariff-Rate Quota (August 9 & September 11, 1995)
- Agreement on Autos (March 16, 1998)

#### Bulgaria

- Agreement on Trade in Textiles and Textile Products (December 2 & 23, 1993; Memorandum of Understanding, *ad ref*, March 23, 1996 )
- Agreement Concerning Intellectual Property Rights (July 6, 1994)

#### Cambodia

- Agreement Between the United States of America and the Kingdom of Cambodia on Trade Relations and Intellectual Property Rights Protection (October 8, 1996)
- U.S.-Cambodia Textile Agreement (January 21, 1999)

#### Canada

- Agreement Regarding Processed Chicken Quotas (October 14, 1993)
- Agreement on Salmon & Herring (May 11, 1993)
- Agreement Regarding Tires (May 25, 1993)
- Memorandum of Understanding on Provincial Beer Marketing Practices (August 5, 1993)
- Agreement on Ultra-High Temperature Milk (September 1993)
- Agreement on Telecommunications–Termination of Bell Canada/Northern Telecom Preferred Supplier Relationship (March 1994)
- Agreement on Beer Market Access in Quebec and British Columbia Beer Antidumping Cases (April 4, 1994)
- Agreement on Salmon & Herring (April 1994)
- Agreement on Wheat (August 1, 1994)
- Agreement on Softwood Lumber Consultative Process (December 15, 1994)
- Agreement on Trade in Softwood Lumber (April 1, 1996)
- Agreement on Sugar and Sugar Containing Products (September 8, 1997)
- Agreement on Barley Tariff-Rate Quota (September 8, 1997)
- Agreement Regarding Areas of Agricultural Trade (December 4, 1998)
- Agreement Regarding Magazines (May 26, 1999)
- Settlement over British Columbia Timber Pricing (August 26, 1999)



### Chile

- Market Access Agreement for Textiles and Clothing (December 1993)

### China

- Agreement on Silk Apparel Products (January 17, 1994)
- Agreement on Trade Relations Between the United States of America and the People's Republic of China (February 1, 1995)
- Agreement on Providing Intellectual Property Rights Protection (February 26, 1995)
- Memorandum of Agreement to Renew the Bilateral Agreement on International Trade in Commercial Space Launch Services (March 1995)
- Agreement on Trade in Textiles and Textile Products (January 17 & March 17, 1994; March 29 & June 8, 1995; February 1, 1997)
- Agreement on Intellectual Property Rights (June 17, 1996)
- Memorandum of Understanding on silk apparel products (February 1, 1997)
- Memorandum of Understanding on textile market access disciplines (February 1, 1997)
- Memorandum of Understanding on textile visa arrangements (February 1, 1997)
- Agreed Statement on the International Technology Agreement (October 22, 1997)
- Interim Agreement on Market Access for Foreign Financial Information Companies (Xinhua) (October 24, 1997)
- Agreement to Strengthen Space Launch Trade Terms (October 27, 1997)
- Bilateral Agriculture Agreement (April 10, 1999)
- Agreement on Terms of WTO Accession (November 15, 1999)

### Colombia

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Trade in Textiles and Textile Products (October 15, 1993; November 18,

1994; June 27 & August 9, 1995)

- Memorandum of Understanding on Trade in Bananas (January 9, 1996)

#### Costa Rica

- Agreement on Trade in Textiles and Textile Products (December 23, 1993; May 5 & October 20, 1994)
- Memorandum of Understanding on Trade in Bananas (January 9, 1996)

#### Croatia

- Bilateral Investment Treaty (signed July 13, 1996)
- Memorandum of Understanding on Intellectual Property Rights (May 15, 1997)

#### Czech Republic

- Agreement on Trade in Textiles and Textile Products (August 11, 1993; April 11, 1994)

#### Dominican Republic

- Agreement on Trade in Textiles and Textile Products (April 13, August 11 & November 15, 1994; June 25, 1995)
- Agreement on Tobacco Tariff-Rate Quota (September 11, 1995)

#### Ecuador

- Bilateral Investment Treaty (signed August 27, 1993, entered into force May 11, 1997)
- Agreement on Intellectual Property Rights Protection (October 15, 1993)
- Bilateral Trade Agreement in the Context of Ecuador's Accession to the WTO (1995)

#### Egypt

- Agreement on Trade in Textiles and Textile Products (January 1993; March 7 & May 4, 1995; October 22, 1998)
- Market Access Agreement for Textiles and Clothing (June 1994)

- U.S.-Egypt Trade and Investment Framework Agreement (July 1, 1999)

#### El Salvador

- Agreement on Trade in Textiles and Textile Products (September 26, 1994 & July 6, 1995)
- Bilateral Investment Treaty (signed March 10, 1999)

#### Estonia

- Bilateral Investment Treaty (signed April 19, 1994, entered into force February 16, 1997)
- Trade and Intellectual Property Rights Agreement (April 19, 1994; requires approval by Estonian legislature)

#### European Union

- Memorandum of Understanding on Government Procurement (May 25, 1993)
- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Recognition of Bourbon Whisky and Tennessee Whisky as Distinctive U.S. Products (March 28, 1994)
- Bilateral Agreement on Application of the WTO Agreement on Government Procurement (WTO Plurilateral Agreement on Government Procurement, April 15, 1994; amended May 31, 1995)
- Interim Agreement on EU Enlargement Compensation (January 4, 1995)
- Letter on Financial Services Confirming Assurances to Provide Full MFN and National Treatment (July 14, 1995)
- Joint Action Plan on the Transatlantic Marketplace (December 1995)
- Exchange of Letters Concerning Implementation of the Marrakesh Agreement Establishing the World Trade Organization and Related Matters (June 26, 1996)
- Exchange of Letters between the United States of America and the European Community on a Settlement for Cereals and Rice, and accompanying exchange of letters on rice prices (July 22, 1996)

- Agreement for the Conclusion of Negotiations between the United States of America and the European Community under Article XXIV:6, and accompanying exchange of letters (July 22, 1996)
- Tariff Initiative on Distilled Spirits (February 28, 1997)
- U.S.-EU Agreement on Mutual Recognition of Product Testing or Approval Requirements (June 20, 1997; not yet entered into force)
- Exchange of Letters resolving concerns raised by the EU with respect to U.S. rules of origin for certain textile products (August 7 & September 19, 1997; *procès verbal* amended August 16, 1999)
- U.S.-EU Agreement on Global Electronic Commerce (December 9, 1997)
- U.S.-EU Agreed Minute on Humane Trapping Standards (December 18, 1997)
- U.S.-EU Joint Action Plan for the Transatlantic Economic Partnership (November 9, 1998)
- U.S.-EU Agreements under the Transatlantic Economic Partnership (June 21, 1999)

#### Fiji

- Agreement on Trade in Textiles and Textile Products (October 11 & November 10, 1994; October 26 & December 29, 1995)

#### Georgia

- Agreement on Bilateral Trade Relations (March 1, 1993)
- Bilateral Investment Treaty (signed March 7, 1994, entered into force August 17, 1997)

#### Germany

- German Agreement to Reform its Procurement System (September 30, 1996)

#### Ghana

- Trade and Investment Framework Agreement (February 26, 1999)

#### Guatemala

- Agreement on Trade in Textiles and Textile Products (March 3, 1995; October 19, 1995)
- Agreement on Tobacco Tariff-Rate Quota (September 11, 1995)

#### Haiti

- Agreement on Trade in Textiles and Textile Products (December 30, 1993)

#### Honduras

- Agreement on Trade in Textiles and Textile Products (March 2 & September 15, 1995)
- Bilateral Investment Treaty (signed July 1, 1995)
- Memorandum of Understanding on Worker Rights (November 15, 1995)

#### Hong Kong

- U.S.-Hong Kong Agreement on Enhanced Cooperation to Combat Illegal Textile Transshipment (September 15, 1998)

#### Hungary

- Agreement on Intellectual Property Rights Protection (September 29, 1993)
- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Trade in Textiles and Textile Products (April 7 & July 28, 1994)
- Agreement on a Temporary Waiver of Hungary's WTO Export Subsidy Schedule (July 11, 1997)
- Agreement ad referendum to settle dispute involving Hungary's Uruguay Round commitments on agricultural export subsidies (July 11, 1997)

#### India

- Agreement on Intellectual Property Rights Protection (March 1993)
- Market Access Agreement for Textiles and Clothing (December 31, 1994)

- Agreement on Trade in Textiles and Textile Products (January 22 & December 31, 1994)
- Agreement on Import Restrictions (December 28, 1999)
- Agreement on Renegotiation of India Tariffs on Certain Agricultural Goods (December 28, 1999)

#### Indonesia

- Agreement on Trade in Textiles and Textile Products (June 16 & July 21, 1993; September 23, 1994; February 24, 1995)
- Market Access Agreement for Textiles and Clothing (December 1993)

#### Israel

- U.S.-Israel Agreement on Trade in Agriculture (November 4, 1996)
- U.S.-Israel Agreement on Almonds and Certain Other Agricultural Trade Issues (November 30, 1997)
- U.S.-Israel Agreement on Market Opening Measures (June 14, 1998)

#### Jamaica

- Agreement on Trade in Textiles and Textile Products (November 8, 1993; September 29, 1994; June 20, 1995)
- Agreement on Intellectual Property Rights Protection and Enforcement (February 1994)
- Bilateral Investment Treaty (signed February 4, 1994, entered into force March 7, 1997)

#### Japan

- U.S.-Japan Framework for a New Economic Partnership (July 10, 1993)
- Exchange of Letters Regarding Apples (September 13, 1993)
- Action Plan on Reform of the Bidding and Contracting Procedures for Public Works in Japan (January 18, 1994)
- Mutual Understanding on Intellectual Property Rights between the Japanese Patent

Office and the U.S. Patent and Trademark Office (January 20, 1994)

- Exchange of Letters Regarding Implementation of the Measures Regarding Cellular Telephone and Third-Party Radio Systems (March 12, 1994)
- Rice (April 15, 1994)
- Harmonized Chemical Tariffs (April 15, 1994)
- Copper (April 15, 1994)
- Market Access (April 15, 1994)
- Agreement Clarifying the Framework Agreement (May 24, 1994)
- Agreement on Actions to be Taken by the Japanese Patent Office and the U.S. Patent and Trademark Office pursuant to the January 20, 1994 Mutual Understanding on Intellectual Property Rights (August 16, 1994)
- Measures Regarding Insurance (October 11, 1994)
- Measures on Japanese Public Sector Procurement of Telecommunications Products and Services (November 1, 1994)
- Measures Related to Japanese Public Sector Procurement of Medical Technology Products and Services (November 1, 1994)
- Improvement Measures of NTT Procurement Procedures (November 1, 1994)
- Measures Regarding Market Access for Flat Glass (January 25, 1995)
- Measures Regarding Financial Services (February 13, 1995)
- Policies and Measures Regarding Inward Direct Investment and Buyer-Supplier Relationships (June 20, 1995)
- U.S.-Japan Automotive Agreement and Supporting Documents (August 23, 1995)
- U.S.-Japan Semiconductor Accord (August 2, 1996)
- Interim Understanding for the Continuation of Japan-U.S. Insurance Talks (September 30, 1996)

- U.S.-Japan Insurance Agreement (December 15, 1996)
- Japan's Recognition of U.S.-Grade Marked Lumber (January 13, 1997)
- Resolution of WTO Dispute with Japan on Sound Recordings (January 24, 1997)
- National Policy Agency (NPA) Procurement of VHF Radio Communications System (March 31, 1997)
- U.S.-Japan Agreement on Deregulation Initiative (June 19, 1997)
- U.S.-Japan Agreement to Extend and Strengthen the NTT Procurement Procedures Arrangements (October 1, 1997)
- U.S.-Japan Agreement on Distilled Spirits (December 17, 1997)
- U.S.-Japan Initiative on Deregulation (May 15, 1998)
- Japan Joint Report on Investment (April 28, 1999)
- U.S.-Japan Initiative on Deregulation (May 3, 1999)
- U.S.-Japan Agreement on NTT Procurement (July 1, 1999)
- Exchange of Letters between USTR and MITI extending the 1996 EIA/SIA Agreement on effective and expeditious antidumping measures (January 21, 2000)
- U.S.-Japan Initiative on Deregulation (July 19, 2000)

#### Jordan

- Bilateral Investment Treaty (signed April 4, 1997)
- Trade and Investment Framework Agreement (February 18, 1999)

#### Kenya

- Agreement on Trade in Textiles and Textile Products (August 23 & October 25, 1994)

#### Korea

- Exchange of Letters Relating to Korea Telecom Company's Procurement of AT&T Switches (March 31, 1993)



- Beef Agreements (June 26 & December 29, 1993)
- Record of Understanding on Agricultural Market Access in the Uruguay Round (December 13, 1993)
- Agreement on Trade in Textiles and Textile Products (November 8 & 30, 1993; March 5, 1997)
- Market Access Agreement for Textiles and Clothing (January 1, 1995)
- Exchange of Letters on Telecommunications Issues Relating to Equipment Authorization and Korea Telecom Company's Procurement (March 29, 1995)
- Consultative Agreement on Steel (July 14, 1995)
- Shelf-Life Agreement (July 20, 1995)
- Revised Cigarette Agreement (August 25, 1995)
- Memorandum of Understanding to Increase Market Access for Foreign Passenger Vehicles in Korea (September 28, 1995)
- Exchange of Letters on Implementation of the 1992 Telecommunications Agreement (April 12, 1996)
- Korean Commitments on Trade in Telecommunications Goods and Services (July 23, 1997)
- Agreement on Korean Motor Vehicle Market (October 20, 1998)

#### Kuwait

- Agreement on Trade in Textiles and Textile Products (May 10, 1994)

#### Laos

- Agreement on Trade in Textiles and Textile Products (September 15, 1994; extended with exchange of letters, December 23 and 30, 1997)
- U.S.-Laos Bilateral Trade Agreement (initialed August 13, 1997)
- Bilateral Investment Treaty (signed August 13, 1997)

#### Latvia

- Agreement on Trade & Intellectual Property Rights Protection (July 6, 1994)
- Bilateral Investment Treaty (signed January 13, 1995, entered into force December 26, 1996)

#### Lebanon

- Agreement Concerning Trade in Certain Textiles and Textile Products (February 18, 1993)

#### Lesotho

- Agreement on Trade in Textiles and Textile Products (March 2 & May 25, 1994)

#### Lithuania

- Trade and Intellectual Property Rights Agreement (April 26, 1994; requires approval by Lithuanian legislature)
- Bilateral Investment Treaty (signed January 14, 1998)

#### Macau

- Agreement on Trade in Textiles and Textile Products (March 29 & May 21, 1994)

#### Macedonia

- Memorandum of Understanding on Textiles (August 6, 1996)
- Textiles Agreement and Visa Arrangement (exchange of letters, August 6 and November 7, 1997)
- Memorandum of Understanding establishing outward processing program (signed September 1999; effective as of January 1, 2000)

#### Malaysia

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Trade in Textiles and Textile Products (January 12 & 28 & November 3,

1994)

Mauritius

- Agreement on Trade in Textiles and Textile Products (March 17 & July 29, 1994)

Mexico

- Agreement on Trade in Textiles and Textile Products (August 26, 1993; superseded by NAFTA)
- Mexico Agreement on Tire Certification (March 8, 1996)

Middle East

- Reciprocal Duty Free Treatment to the West Bank and Gaza Strip (October 17, 1995; requires implementing legislation)
- Designation of Duty-Free Zone in Jordan and Israel (March 6, 1998)
- Designation of Second Duty-Free Zone with Jordan and Israel (March 15, 1999)
- Designation of Three New Duty-Free Zones in Jordan and Israel (October 13, 1999)

Moldova

- Bilateral Investment Treaty (signed April 21, 1993, entered into force November 25, 1994)

Mongolia

- Bilateral Investment Treaty (signed October 6, 1994, entered into force January 1, 1997)

Morocco

- Market Access Agreement for Textiles and Clothing (December 1993)
- Bilateral Trade and Investment Framework Agreement (March 16, 1995)

Mozambique

- Bilateral Investment Treaty (signed December 1, 1998)

#### Nepal

- Agreement on Trade in Textiles and Textile Products (December 2, 1993; June 20, 1994; June 20, 1997)

#### Nicaragua

- Bilateral Investment Treaty (signed July 1, 1995)
- Bilateral Intellectual Property Rights Agreement with Nicaragua (December 22, 1997)

#### Norway

- Market Access Agreement for Textiles and Clothing (December 1993)

#### Oman

- Agreement on Trade in Textiles and Textile Products (December 13, 1993; January 15 & June 21, 1994; September 30 & November 6, 1995; October 17, 1997)

#### Pakistan

- Market Access Agreement for Textiles and Clothing (January 21, 1994)
- Agreement on Trade in Textiles and Textile Products (November 10 & December 12, 1994; March 22, 1996)

#### Panama

- Bilateral Tariff Agreement Concluded in the Context of Accession to the GATT (June 1993)
- Agreement on Trade in Textiles and Textile Products (August 10, 1994)
- Agreement on Bilateral Trade Relations (1994)

#### Paraguay

- U.S.-Paraguay Intellectual Property Agreement (November 17, 1998)

#### Peru

- Memorandum of Understanding on IPR (May 23, 1997)

#### Philippines

- Protection and Enforcement of Intellectual Property Rights (April 6, 1993)
- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Trade in Textiles and Textile Products (March 10 & 19, 1994; March 5, 1997)
- Agreement regarding Pork and Poultry Meat (February 13, 1998)

#### Poland

- Agreement on Trade in Textiles and Textile Products (December 6 & 30, 1993)

#### Qatar

- Agreement Concerning Trade in Textiles and Textile Products (June 28, 1994; October 25 & November 20, 1995)

#### Romania

- Agreement on Trade in Textiles and Textile Products (December 9, 1993; January 5, 1994; December 15, 1995; May 7, 1997)
- Memorandum of Understanding establishing outward processing program (signed September 1999; effective as of January 1, 2000)

#### Russia

- U.S.-Russia Space Launch Agreement (September 1994; amended January 1996)
- Agreement on Trade in Textiles and Textile Products (December 1, 1995)
- Joint Memorandum of Understanding on Market Access for Aircraft (January 30, 1996)
- Agreement on Russian Firearms & Ammunition (April 3, 1996)
- Agreed Minutes regarding exports of poultry products from the United States to Russia (March 15, March 25, & March 29, 1996)

Singapore

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Intellectual Property Rights Protection (April 26, 1995)

Slovak Republic

- Agreement on Trade in Textiles and Textile Products (August 6 & October 6, 1993)

South Africa

- Market Access Agreement for Textiles and Clothing (December 1993)
- Trade and Investment Framework Agreement (February 18, 1999)

Sri Lanka

- Agreement on Trade in Textiles and Textile Products (April 7 & July 17, 1994; February 6, March 22, June 23, & September 5, 1995; October 2, 1997)

Suriname

- Agreement Establishing a U.S.-Suriname Council on Trade and Investment (October 8, 1993)

Switzerland

- Exchange of Letters on Financial Services (November 9 & 27, 1995)

Taiwan

(Chinese Taipei)

- Agreement on Intellectual Property Protection (Trademark) (April 1993)
- Agreement on Trade in Textiles and Textile Products (June 4 & 24, 1993; December 30, 1995; December 10, 1997)
- Agreement on Intellectual Property Protection (Copyright) (July 16, 1993)
- Agreement on Market Access (April 27, 1994)
- Trade and Investment Framework Agreement (September 19, 1994)

- Agreement on Enhanced Protection for Intellectual Property Rights (April 19, 1996)
- Telecommunications Liberalization by Taiwan (July 19, 1996)
- U.S.-Taiwan Medical Device Issue: List of Principles (September 30, 1996)
- Agreement on Market Access (February 20/August 7, 1998)
- U.S.-Taiwan Implementation of the APEC Telecom Mutual Recognition Agreement (October 30, 1998; March 16, 1999)
- U.S.-Taiwan Implementation of the Electro-Magnetic Compatibility Mutual Recognition Agreement (October 30, 1998; March 16, 1999)
- U.S.-Taiwan Agreement on Pesticide Standards (July 27, 1999)
- U.S.-Taiwan Record of Understanding on Telecom Services (Nov. 5, 1999)
- U.S.-Taiwan Record of Understanding on Eligibility of Meat and Poultry for Importation (Nov. 5, 1999)
- U.S.-Taiwan Record of Understanding to Implement Emissions Standards for Motorcycles over 700cc Comparable to International Standards (Nov. 5, 1999)

#### Tajikistan

- Agreement on Bilateral Trade Relations (July 1, 1993)

#### Thailand

- Market Access Agreement for Textiles and Clothing (December 1993)
- Agreement on Intellectual Property Rights Protection and Enforcement (July 1993)
- Agreement on Trade in Textiles and Textile Products (June 3 & July 5, 1994)
- Memorandum of Understanding on Textiles (October 28, 1997)
- Action Plan on Intellectual Property Rights Protection (June 29, 1998)

#### Trinidad and Tobago

- Agreement on Intellectual Property Protection and Enforcement (September 26, 1994)
- Bilateral Investment Treaty (signed September 26, 1994, entered into force December 26, 1996)

#### Turkey

- Agreement on Trade in Textiles and Textile Products (November 13 & December 17, 1993; October 31 & November 30, 1994; July 19, 1995)
- WTO Settlement concerning taxation of foreign film revenues (July 14, 1997)
- Agreement on Tobacco Tariff-Rate Quota (July 24, 1995)
- U.S.-Turkey Trade and Investment Framework Agreement (September 29, 1999)
- U.S.-Turkey Textile Agreement (September 29, 1999)

#### Turkmenistan

- Agreement on Bilateral Trade Relations (March 23, 1993)

#### Ukraine

- Bilateral Investment Treaty (signed March 4, 1994; entered into force November 16, 1996)
- Agreement on Trade in Textiles and Textile Products (May 6, 1995; May 14, 1997)
- Space Launch Agreement (February 21, 1996)

#### United Arab Emirates

- Agreement on Trade in Textiles and Textile Products (March 29 & July 21, 1994; December 30, 1995; February 6, 1996)

#### Uruguay

- Agreement on Trade in Textiles and Textile Products (October 31, 1994)

#### Uzbekistan



- Agreement on Bilateral Trade Relations (November 5, 1993)
- Bilateral Investment Treaty (signed December 16, 1994)

Vietnam

- U.S.-Vietnam Copyright Agreement (June 27, 1997)
- Agreement between the United States of America and the Socialist Republic of Vietnam on Trade Relations (July 13, 2000)

Venezuela

- Market Access Agreement for Textiles and Clothing (December 1993)

Zimbabwe

- Agreement on Tobacco Tariff-Rate Quota (September 11, 1995)

## **APPENDIX IX:**

### **LIST OF FREQUENTLY USED ACRONYMS**

AD...Antidumping  
AGOA...African Growth and Opportunity Act  
APEC...Asia Pacific Economic Cooperation  
ASEAN...Association of Southeast Asian Nations  
ATC...Agreement on Textiles and Clothing  
ATPA...Andean Trade Preferences Act  
BOP...Balance of Payments  
BIA...Built-In Agenda  
BIT...Bilateral Investment Treaty  
CACM...Central American Common Market  
CARICOM...Caribbean Common Market  
CBERA...Caribbean Basin Economic Recovery Act  
CBI...Caribbean Basin Initiative  
CFTA...Canada Free Trade Agreement  
CITEL...Telecommunications division of the OAS  
COMESA...Common Market for Eastern and Southern Africa  
CTE...Committee on Trade and the Environment  
CTG...Council for Trade in Goods  
CVD...Countervailing Duty  
DSB...Dispute Settlement Body  
DSU...Dispute Settlement Understanding  
EU...European Union  
EFTA...European Free Trade Association  
FOIA...Freedom of Information Act  
FTAA...Free Trade Area of the Americas  
GATT...General Agreement on Tariffs and Trade  
GDP...Gross Domestic Product  
GEC...Global Electronic Commerce  
GSP...Generalized System of Preferences  
GPA...Government Procurement Agreement  
IFI...International Financial Institution  
IPR...Intellectual Property Rights  
ITA...Information Technology Agreement  
LDBDC...Least Developed Beneficiary Developing Countries  
MAI...Multilateral Agreement on Investment  
MERCOSUL/MERCOSUR...Southern Common Market  
MFA...Multifiber Agreement  
MFN...Most Favored Nation

MOSS...Market-Oriented-Sector-Selective  
 MOU...Memorandum of Understanding  
 MRA...Mutual Recognition Agreement  
 NAFTA...North American Free Trade Agreement  
 NEC...National Economic Council  
 NIS...Newly Independent States  
 NTR...Normal Trade Relations  
 OAS...Organization of American States  
 OECD...Organization for Economic Cooperation and Development  
 OPIC...Overseas Private Investment Corporation  
 SADC...Southern African Development Community  
 SPS...Sanitary and Phytosanitary Measures  
 SRM...Specified Risk Material  
 TAA...Trade Adjustment Assistance  
 TABD...Trans-Atlantic Business Dialogue  
 TACD...Trans-Atlantic Consumer Dialogue  
 TAEVD...Trans-Atlantic Environment Dialogue  
 TALD...Trans-Atlantic Labor Dialogue  
 TBT...Technical Barriers to Trade  
 TEP...Transatlantic Economic Partnership  
 TIFA...Trade and Investment Framework Agreement  
 TPRG...Trade Policy Review Group  
 TPSC...Trade Policy Staff Committee  
 TRIMs...Trade Related Investment Measures  
 TRIPs...Trade Related Intellectual Property Rights  
 UNCTAD...United Nations Conference on Trade and Development  
 URAA...Uruguay Round Agreements Act  
 USDA...U.S. Department of Agriculture  
 USITC...U.S. International Trade Commission  
 USTR...United States Trade Representative  
 VRA...Voluntary Restraint Agreement  
 WAEMU...West African Economic and Monetary Union  
 WTO...World Trade Organization